



**REPUBLIC OF TURKEY  
İZMİR KATIP CELEBI UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
DEPARTMENT OF TOURISM MANAGEMENT**

**A RESEARCH ON THE MODERATING ROLE OF  
ETHICAL LEADERSHIP IN RELATIONSHIP  
BETWEEN PERSON- ORGANIZATION FIT AND  
ORGANIZATIONAL COMMITMENT IN  
ACCOMODATION OPERATIONS**

**Doctoral Thesis**

**ÖZNUR SİDAL**

**İZMİR -2022**

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**SUPERVISOR: PROF. DR. ATILLA AKBABA**

**IZMIR -2022**

## **AUTHOR’S DECLARATION**

I hereby declare that this doctoral thesis project titled as “A Research on the Moderating Role of Ethical Leadership in Relationship Between Person- Organization Fit and Organizational Commitment in Accommodation Operations” has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honour.

13/01/2022

Öznur SİDAL

# **ABSTRACT**

**Doctoral Thesis**

**Doctor of Tourism Management**

**A Research on the Moderating Role of Ethical Leadership in Relationship Between  
Person – Organization Fit and Organizational Commitment in Accommodation  
Operations**

**Öznur SİDAL**

**İzmir Katip Çelebi University**

**Graduate School of Social Sciences**

**Department of Tourism Management**

Employees in accommodation establishments are an important production factor and they affect establishment performance and competitive power of the establishment. Because of this reason, efforts should be made in order to attract qualified employees to the organization and to ensure their organizational commitment. One of the important factors for ensuring organizational commitment is the ethical leaders who create environments that support, motivate, encourage and develop their subordinates in organizations with their reliable, honest, fair and principled behaviours. Another factor that increases organizational commitment is the existence of fit between the goals and values of the organizations and the goals and values of the employees. This concept, known as the concept of person-organization fit, has a positive effect on the performance of employees and the organizational success.

The main purpose of this study within this context is to determine the relationship between the organizational commitment levels of employees in accommodation establishments and person-organization fit in Izmir. And to determine whether ethical leaders have a moderating role and present the degree of influence in aforementioned relationship. In other words, the purpose is to explain which ones of the dimensions of organizational commitment are associated with the dimensions of the employee-organization fit and ethical leadership, which dimensions of ethical leadership are associated with the dimensions of person-organization fit, and the

moderating effect of ethical leadership between these two variables. The model of the research was developed based on the relevant literature in the direction of this purpose.

Data that is obtained from the research are analysed using SPSS (Statistical Package for Social Sciences) for Windows 25.0 and AMOS 21 (Analysis of Moment Structures) softwares. Descriptive statistics applied to determine the demographic characteristics of the participants. It was determined as a result of the analysis of the data obtained that; the organizational commitment, person-organization fit and levels of the perception of ethical leadership perception of the employees participating in the research differ according to some of the variables that are thought to be within the scope of social demographic characteristics, and do not differ according to other social demographic variables.

Explanatory factor analysis was used in order to determine the sub-dimensions of the scales, and confirmatory factor analysis were used in order to determine the validity of the scales

Structural equation modelling (SEM) analysis was applied in order to test the causality relationship, in other words, the effect of one variable on another variable, between the variables in the research. It was found as a result of the SEM analysis that ethical leadership has an effect on person-organization fit and organizational commitment, and also person-organization fit has an effect on organizational commitment. Although there was a statistically significant effect between the variables of the study, it was determined that ethical leadership did not have a moderating role in the relationship between organizational commitment and person-organization fit. Also, the relationship between the scales was examined using Pearson Correlation Analysis and it was observed that there were statistically significant relationships between the three variables. The outcome of the research was announced about the findings obtained, and suggestions for researchers and practitioners in the relevant literature are included within line with the outcomes.

**Keywords:** Organizational Commitment, Person Organization Fit, Ethical Leadership, Accomodation Operations.

# ÖZET

Doktora Tezi

## KONAKLAMA İŞLETMELERİNDE KİŞİ ÖRGÜT UYUMU İLE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİDE ETİK LİDERLİĞİN DÜZENLEYİCİ ROLÜ ÜZERİNE BİR ARAŞTIRMA

Öznur SİDAL

İzmir Katip Çelebi Üniversitesi

Sosyal Bilimler Enstitüsü

Turizm İşletmeciliği Anabilim Dalı

Konaklama işletmelerinde işgörenler, önemli bir üretim faktörüdür ve işletme performansını ve işletmenin rekabet gücünü etkilemektedir. Bu sebeple nitelikli işgörenlerin örgüte çekilmesi ve örgütsel bağlılıklarının sağlanması için çaba sarfedilmesi gerekmektedir. Örgütsel bağlılığın sağlanması için önemli faktörlerden biri, güvenilir, dürüst, adil ve ilkeli davranışlarıyla örgütlerde astlarını destekleyen, motive eden, cesaretlendiren ve gelişimlerini sağlayan ortamları yaratan etik liderlerdir. Örgütsel bağlılığı arttıran bir diğer faktör ise örgütlerin amaç ve değerleri ile işgörenlerin değer ve hedefleri arasındaki uyumun varlığıdır. Kişi-örgüt uyumu kavramı olarak bilinen bu kavram çalışanların performansı ve örgütün başarısı üzerinde olumlu bir etkiye sahiptir.

Bu bağlamda bu araştırmanın temel amacı; İzmir ilindeki konaklama işletmelerinde çalışanların örgütsel bağlılık düzeylerinin kişi örgüt uyumu ile ilişkisini belirlemektir. Bu ilişki içerisinde de etik liderlerin düzenleyici rolünün olup olmadığını ve etki derecesini ortaya koymaktır. Başka bir tanımlama ile amaç, örgütsel bağlılık boyutlarından hangilerinin, işgörenlerin kişi -örgüt uyumu ve etik liderlik boyutlarıyla ilişkili olduğunu, etik liderlik boyutlarının hangilerinin kişi örgüt uyumunun boyutları ile ilişkili olduğunu ve etik liderliğin iki değişken arasındaki düzenleyicilik etkisini açıklamaktır. Bu amaç doğrultusunda ilgili literature dayandırılarak araştırmanın modeli geliştirilmiştir.

Araştırmanın verileri SPSS (Statistical Package For Social Sciences) for Windows 25.0 ve AMOS 21 (Analysis of Moment Structures) programı ile analiz edilmiştir. Katılımcıların demografik özelliklerinin belirlenmesi amacıyla tanımlayıcı istatistikler yapılmıştır. Elde edilen verilerin analizleri sonucunda araştırmaya katılan işgörenlerin örgütsel bağlılıkları, kişi- örgüt uyumu ve etik liderlik algılama düzeylerinin sosya demografik özellikler kapsamında ele alınan değişkenlerin bazılarına göre farklılıklar gösterdiği, bazılarına göre ise farklılık göstermediği tespit edilmiştir.

Ölçeklerin alt boyutlarının belirlenmesi amacıyla açıklayıcı faktör analizi, ölçeklerin geçerliliğini test etmede ise doğrulayıcı faktör analizi uygulanmıştır. Araştırmadaki değişkenler arasındaki sebep sonuç ilişkisini, bir başka ifade ile bir değişkenin diğer değişken üzerindeki etkisini test etmek amacıyla da yapısal eşitlik modellemesi(YEM) analizi yapılmıştır. YEM analizi sonucunda etik liderliğin kişi örgüt uyumu ve örgütsel bağlılığa etkisinin olduğu ayrıca kişi örgüt uyumunun da örgütsel bağlılığı etkilediği bulgulanmıştır. Araştırmanın değişkenleri arasında istatistiksel açıdan anlamlı etki bulunmasına karşılık örgütsel bağlılık ile kişi örgüt uyumu ilişkisinde etik liderliğin düzenleyici bir rolünün olmadığı tespit edilmiştir. Ayrıca ölçekler arasında ilişki Pearson Korelasyon Analizi ile incelenmiş; üç değişken arasında istatistiksel olarak anlamlı ilişkilerin bulunduğu gözlemlenmiştir.

Elde edilen bulgular doğrultusunda araştırmanın sonucu açıklanmış; sonuçlar doğrultusunda ilgili alan yazın araştırmacılarına ve uygulayıcılara yönelik önerilere yer verilmiştir.

**Anahtar Kelimeler:** Örgütsel Bağlılık, Kişi Örgüt Uyumu, Etik Liderlik, Konaklama İşletmeleri.

## **TABLE OF CONTENTS**

<b>AUTHOR’S DECLARATION .....</b>	<b>ii</b>
<b>ABSTRACT .....</b>	<b>iii</b>
<b>ÖZET.....</b>	<b>v</b>
<b>TABLE OF CONTENTS .....</b>	<b>vii</b>
<b>LIST OF TABLES.....</b>	<b>xii</b>
<b>LIST OF FIGURES.....</b>	<b>xiv</b>
<b>LIST OF APPENDICES .....</b>	<b>xvii</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>xviii</b>

### **CHAPTER ONE**

#### **CONCEPTUAL FRAMEWORK OF ORGANIZATIONAL COMMITMENT, ETHICAL LEADERSHIP, AND PERSON -ORGANIZATION FIT**

<b>1.1. Organizational Commitment.....</b>	<b>4</b>
1.1.1. Definition of Organizational Commitment and Its Importance .....	5
1.1.2. Classification of Organizational Commitment Approaches .....	9
1.1.2.1. Classification of Attitudinal Approaches.....	11
1.1.2.1.1. Etzioni’s Three-Dimensional Organizational Commitment Model .....	12
1.1.2.1.2. O’ Reilly and Chatman’s Classification .....	13
1.1.2.1.3. Katz and Kahn Classification .....	14
1.1.2.1.4. Mowday, Steers and Porter Classification .....	15
1.1.2.1.5. Allen and Meyer Classification .....	15
1.1.2.1.5.1. Affective Commitment .....	17
1.1.2.1.5.2. Continuance Commitment .....	18
1.1.2.1.5.3. Normative Commitment .....	19
1.1.2.1.6. Kanter’s Classification.....	20
1.1.2.1.7. Weiner’s Classification.....	21
1.1.2.1.8. Penley and Gould Classification.....	22
1.1.2.2. Classification of Behavioural Approaches.....	24
1.1.2.2.1. Becker’s Classification .....	25
1.1.2.2.2. Salancik’s Classification.....	26



1.1.2.3. Multiple Approaches on Organizational Commitment.....	27
1.1.3. Factors That Affect Organizational Commitment and the Outcomes.....	29
1.1.3.1. Personal Factors .....	32
1.1.3.1.1. Age.....	33
1.1.3.1.2. Gender.....	33
1.1.3.1.3. Marital Status.....	35
1.1.3.1.4. Educational Status.....	35
1.1.3.1.5. Working Period in the Organization.....	36
1.1.3.2. Organizational Factors .....	37
1.1.3.2.1. Communication.....	38
1.1.3.2.2. Wage Level .....	38
1.1.3.2.3. Qualification and Importance of the Job.....	39
1.1.3.2.4. Management Style and Leadership.....	40
1.1.3.2.5. Organizational Justice.....	41
1.1.3.2.6. Organizational Culture.....	43
1.1.3.2.7. Organizational Image.....	44
1.1.3.2.8. Organizational Reward and Promotion.....	45
1.1.3.3. External Factors .....	46
1.1.4. Organizational Commitment Levels .....	47
1.1.4.1. Low Level Organizational Commitment .....	47
1.1.4.2. Intermediate (Moderate) Level Organizational Commitment .....	49
1.1.4.3. High Level Organizational Commitment.....	49
1.1.5. Outcomes of Organizational Commitment .....	50
1.1.6. Studies on Organizational Commitment.....	52
1.1.7. Accommodation Establishments and the Importance of Human Resources .....	58
1.1.8. Organizational Commitment in Accommodation Establishments and .... Its Importance .....	60
1.2. Leadership and Ethical leadership .....	65
1.2.1. Leadership, Ethical Leadership and Related Concepts .....	65
1.2.2. Manager, Leader, Leadership and Related Concepts.....	65
1.2.3. Leadership Theories .....	68

1.2.3.1. Theory of Characteristics .....	69
1.2.3.2. Behavioural Theories .....	70
1.2.3.2.1. Ohio State University Leadership Model .....	71
1.2.3.2.2. Michigan University Leadership Research.....	73
1.2.3.2.3. Blake and Mouton's Managerial Grid Model.....	74
1.2.3.2.4. Likert's Quadrable Approach Model (Management Systems . Approach) .....	75
1.2.3.2.5. Tannenbaum and Schmidt's Leadership Line Theory .....	77
1.2.3.2.6. Bale's Harvard University Researches .....	78
1.2.3.2.7. Gary Yukl's Leadership Behaviours Models.....	80
1.2.3.3. Contingency Approaches .....	81
1.2.3.3.1. Fiedler's Contingency (Conditional Leadership) Theory .....	82
1.2.3.3.2. Path- Goal Theory of Leadership.....	84
1.2.3.3.3. Vroom and Yetto's Decision Tree Approach .....	86
1.2.3.3.4. Hersey and Blanhad's Life Cycle Theory .....	88
1.2.3.3.5. Reddin's Three-Dimensional Leadership Theory.....	89
1.2.3.4. Modern Leadership Approaches .....	90
1.2.3.4.1. The Concept of Ethics and Ethical Leadership.....	91
1.2.3.4.2. Ethical Dimension of Leadership and Postmodern Leadership Approaches with Ethical Dimensions .....	94
1.2.3.4.2.1. Transformational Leadership and Ethics .....	96
1.2.3.4.2.2. Servant Leadership and Ethics.....	97
1.2.3.4.2.3. Transactional Leadership and Ethics .....	98
1.2.3.4.2.4. Charismatic Leadership .....	98
1.2.3.4.2.5. Visionary Leadership .....	99
1.2.4. The Importance of Ethical Leadership for Organizations.....	100
1.2.5. Ethical Leadership in Accommodation Establishments and Its Importance .....	102
1.2.6. Studies on Ethical Leadership.....	104
1.3. Conceptional and Theoretical Structure of Person-Organization Fit.....	107
1.3.1. Definition, Importance and Components of Person-Organization Fit ....	107
1.3.2. Person-Organization Fit Types .....	111

1.3.2.1. Supplementary Fit .....	112
1.3.2.2. Complementary Fit .....	112
1.3.2. Person-Organization Fit Theories .....	115
1.3.2.1. Schneider's Attraction Selection Attrition Theory .....	115
1.3.2.2. Chatman's Person-Organization Fit Model .....	115
1.3.2.3. Kristof's Person-Organization Fit Theory .....	116
1.3.2.4 Cable and Judge's Person-Organization Fit Approach .....	117
1.3.2.5. O'Reilly III et. al.'s Organizational Culture Profile .....	117
1.3.3. Outcomes of Person-Organization Fit .....	118
1.3.4. Person-Organization Fit in Accommodation Establishments and Studies on It .....	119

## **CHAPTER TWO**

### **THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, ETHICAL LEADERSHIP AND PERSON-ORGANIZATION FIT**

2.1. The Relationship Between Organizational Commitment and Person- Organization fit .....	123
2.2. Relationship Between Organizational Commitment and Ethical Leadership ...	125
2.3. Relationship Between Ethical Leadership and Person-Organization Fit .....	129
2.4. Relationship Between Organizational Commitment, Ethical Leadership, Person - Organization Fit and Moderating Role of Ethical Leadership .....	131

## **CHAPTER THREE**

### **A RESEARCH ON MODERATING ROLE OF ETHICAL LEADERSHIP ON AFFECT OF PERSON-ORGANIZATION FIT ON ORGANIZATIONAL COMMITMENT**

3.1. Purpose of the Research .....	134
3.2. Significance of the Research .....	134
3.3. Research Method and Creation of Research Scales .....	135
3.4. Research Questions, Boundaries and Assumptions .....	139
3.5. Universe of the Research and the Sample .....	141

3.6. Hypoteses and Model of the Research .....	143
3.7. Analysis of Data.....	151
3.7.1. Analysis of Personal Information .....	153
3.7.2. Descriptive Statistics of Scales .....	155
3.7.3. Reliability Levels of Scales and Sub-Dimensions .....	155
3.7.4. Explanatory Factor Analysis (EFA).....	156
3.7.5. Confirmatory Factor Analysis (CFA) .....	161
3.7.6. Comparisons of Scales According To Demographic Characteristics .....	166
3.7.7. Correlation Analysis of Scales .....	172
3.7.9. The Latest Research Model Confirmed Significance by SEM Analysis .....	190
3.7.10. Evaluation of Research Hypotheses.....	190
<b>DISCUSSION OF FINDINGS.....</b>	<b>193</b>
4.1. Findings.....	193
4.2. Contribution to Literature and Practitioners .....	204
4.3. Conclusion and Recommendations .....	204
4.3.1. Recommendations to Researchers .....	210
4.3.2. Recommendations to Practicioners .....	212
<b>REFERENCES.....</b>	<b>216</b>
<b>APPENDICES.....</b>	<b>255</b>

## LIST OF TABLES

Table 1: Etzioni's Organizational Commitment Approach .....	13
Table 2: Important Organizational Commitment Factors at the Beginning of Organization Membership.....	29
Table 3: The Relationship Between the Qualification of the Job and Organizational Commitment.....	40
Table 4: Postgraduate Theses on Accommodation Establishments with Variables Correlated with Organizational Commitment.....	63
Table 5: National and International Studies Accommodation Establishments with Variables Correlated with Organizational Commitment.....	64
Table 6: Rensis Likert's 4 Systems Model .....	75
Table 7: Interaction Style Analysis .....	79
Table 8: Kurtosis and Skewness Values of the Scales .....	152
Table 9: Distribution of Data Regarding the Personal Information of The Survey Participants.....	153
Table 10: Descriptive Statistics of Scales .....	155
Table 11: Reliability Levels of Scales and Sub-Dimensions .....	156
Table 12: Explanatory Factor Analysis Results of Organizational Commitment Scale .....	156
Table 13: Explanatory Factor Analysis Results of Person-Organization Fit Scale .	158
Table 14: Explanatory Factor Analysis Results of Ethical Leadership Scale .....	159
Table 15: Model Fit Index.....	162
Table 16: Model Fit Index.....	164
Table 17: Model Fit Index.....	165
Table 18: Comparison of Ethical Leadership Scale Scores .....	166
Table 19: Comparison of Organizational Commitment Scale Scores .....	167
Table 20: Comparison of Person-Organization Fit Scale and Its Sub-Dimensions According to Demographic Characteristics .....	170
Table 21: Relationship Between Scales And Its Sub-Dimensions .....	172

Table 22: Results of Correlation Analysis .....	173
Table 23: The Effect of Person Organization Fit on Organizational Commitment .	175
Table 24: The Effect of Person- Organization Fit on Affective Commitment .....	176
Table 25: The Effect of Person- Organization Fit on Continuance Commitment ...	177
Table 26: The Effect of Person – Orgnization Fit on Normative Commitment.....	178
Table 27: The Effect of Ethical Leadership on Organizational Commitment .....	179
Table 28: The Effect of Ethical Leadership on Affective Commitment.....	180
Table 29: The Effect of Ethical Leadership on Continuance Commitment.....	181
Table 30: The Effect of Ethical Leadership on Normative Commitment.....	182
Table 31: The Effect of Ethical Leadership on Person Organization Fit.....	183
Table 32: The Moderating Role of Ethical Leadership in the Effect of Person- Organization Fit on Organizational Commitment.....	184
Table 33: Results of Hypotheses Tested in the Scope of Research .....	191

## LIST OF FIGURES

Figure 1: Classification of Organizational Commitment .....	9
Figure 2: Attitudinal and Behavioural Approaches About Organizational Commitment .....	11
Figure 3: Three Component Model of Organizational Commitment .....	17
Figure 4: Factors Affecting Organizational Commitment and Their Outcomes.....	31
Figure 5: Leadership Behaviours According to the Study of Ohio State University .	72
Figure 6: Leadership Line Model.....	77
Figure 7: The New Perspective Brought to the Leadership Line .....	78
Figure 8: Contingency Approach in Effective Leadership .....	82
Figure 9: Fiedler'in Durumsal Liderlik Teorisi .....	83
Figure 10: Path-Goal Theory of Leadership .....	84
Figure 11: Leader Participation Model .....	87
Figure 12: Effectiveness Dimension in Leader's Behaviour .....	89
Figure 13: Person-Organization Fit Model .....	109
Figure 14: Conceptualization of Person-Organization Fit .....	114
Figure 15: Ethical Leadership Behaviour .....	128
Figure 16: Model of the Research.....	151
Figure 17: First Level Multi-Factor Model Confirmatory Factor Analysis of the Organizational Commitment Scale .....	161
Figure 18: First-Level Multi-Factor Model Confirmatory Factor Analysis of Person-Organization Fit Scale.....	163
Figure 19: First Level Multi-Factor Model Confirmatory Factor Analysis of the Ethical Leadership Scale .....	165
Figure 20: The Effect of Person Organization Fit on Organizational Commitment	175
Figure 21: The Effect of Person- Organization Fit on Affective Commitment .....	176
Figure 22: The Effect of Person- Organization Fit on Continuance Commitment..	177

Figure 23: The Effect of Person – Organization Fit on Normative Commitment ...	178
Figure 24: The Effect of Ethical Leadership On Organizational Commitment .....	179
Figure 25: The Effect of Ethical Leadership on Affective Commitment.....	180
Figure 26: The Effect of Ethical Leadership on Continuance Commitment .....	181
Figure 27: The Effect of Ethical Leadership on Normative Commitment.....	182
Figure 28: The Effect of Ethical Leadership on Person Organization Fit.....	183
Figure 29: The Moderating Role of Ethical Leadership in the Effect of Person-Organization Fit on Organizational Commitment.....	184
Figure 30: Moderating Effect.....	189
Figure 31: Last Research Model .....	190



## **LIST OF APPENDICES**

APP.1. Survey Form.....	256
APP.2. Anket Formu.....	258
APP.3. Ethic Approval Certificate .....	260

## **LIST OF ABBREVIATIONS**

<b>AMOS</b>	:Analysis of Moment Structures
<b>ASA</b>	:Attraction- Selection- Attrition
<b>CFA</b>	:Confirmatory Factor Analysis
<b>etc.</b>	:et. cetera
<b>et. al</b>	:and others
<b>EFA</b>	:Exploratory Factor Analysis
<b>EL</b>	:Ethical Leadership
<b>GKK</b>	:Temporary Village Quards
<b>i.e</b>	:id. Est
<b>KMO</b>	:Kaiser-Meyer Olkin
<b>LPC</b>	:Least Preffered Colleague
<b>OC</b>	:Organizational Commitment
<b>OCP</b>	:Organizational Culture Profile
<b>POF</b>	:Person Organization Fit
<b>SEM</b>	:Structural Equation Modeling
<b>SPSS</b>	:Statistical Package for The Social Sciences
<b>Std.</b>	:Standard Deviation
<b>Std. Error</b>	:Standard Error

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## INTRODUCTION

“Human” is assumed as an indispensable production factor in accommodation establishments in the tourism industry, that is a labor-intensive industry. Employees play a key role in accommodation establishments in the matters such as competition, customer satisfaction and increasing quality of service. Because of this reason, ensuring the continuity of qualified employees in the organization and increasing commitment to the organization is a management problem that is greatly emphasized by organizations over the years. One of the methods that is being used to solve this important management problem is organizational commitment and the factors that are affecting organizational commitment. One of the factors affecting organizational commitment is the leadership styles displayed by the managers in the organization.

The leadership styles displayed by the managers in the organizations and the commitment of the employees to the goals and values of the organization are directly proportional. The productivity and the understanding of innovative understanding can develop in these organizations as the managers in the organization give importance to the cultural values and norms of the organization within the framework of ethical rules. Therefore, the approaching of leaders to the needs of employees is closely related to organizational commitment (Esmer, 2011).

Organizational commitment is the identification of the person with the organization and the fit of the person-organization identity (Saldamlı, 2009). In other words Person-organization fit is the relationship between a person's values, conformity, norms and expectations and their work (Polatcı and Cindiloğlu, 2013: 300). It has been stated in the related literature that the degree of organizational commitment is high in organizations where there are employees with person-organization fit. (Bright, 2007; Chatman, 1989; Kılıç, 2010; Kristof, 1996; O'Reilly and Chatman, 1986;). On the other hand, the foundations of person-organization fit can be based on Tom's (1971) suggestion that employees will be more effective in organizations that are more suitable for their personality traits, and it is the basic key to provide a workforce that is flexible

and have high organizational commitment required in the labour market (Bayramlık et.al,2015:4).

In terms of person-organization fit, the ethical climate phenomenon in organizations is one of the important issues (Seçilmiş and Ceylanlar, 2019:40). The main effect in the formation of the ethical climate is the reflection of the leader's attitudes and behaviours on the organization. The ethical nature of the leaders, their commitment to ethical values and the ethical practices they carry out in this direction create and strengthen the ethical dilemma. In other words, ethical leaders have an important effect on the fit, coordination, trust in the organization and the leader, organizational commitment, job satisfaction and employees' performances (Günel et al, 2016: 256). In this thesis, "is there a moderating role of ethical leadership in the relationship between organizational commitment and person-organization fit?" question is tried to be answered based on these relationships.

This thesis has three chapters. In the first two chapters, a literature review was made on the studied subject; studies on the relations between concepts and variables are included. In the third chapter, which is the last chapter, the survey study conducted about the variables are discussed in the thesis study and the analysis and findings related to the data collected from the surveys are included.

Organizational commitment concept, organizational commitment approaches, factors affecting organizational commitment, organizational commitment degrees, organizational commitment outputs, organizational commitment and its importance in accommodation establishments, leadership, ethical leadership, leadership theories, modern leadership approaches, the importance of ethical leadership in terms of organizations and accommodation establishments and ethical leadership, the concept of person-organization fit, its importance, and its components, theories of person-organization fit, person-organization fit outputs and person-organization fit in accommodation establishments and studies will be included in the first chapter.

The relations between person-organization fit, organizational commitment and ethical leadership, and the moderating role of ethical leadership in the relationship between organizational commitment and person-organization fit will be discussed in the second chapter.

In third chapter, which is the last chapter of my thesis, the method based on the research will be mentioned. Quantitative research method was preferred in this study. In method chapter; purpose, importance, model, hypotheses, study universe and sample, limitations, data analysis and discussion of the findings, and conclusion of the research are included. Some suggestions will be made for academicians and practitioners

# **CHAPTER ONE**

## **CONCEPTUAL FRAMEWORK OF ORGANIZATIONAL COMMITMENT, ETHICAL LEADERSHIP, AND PERSON - ORGANIZATION FIT**

In this section, basic descriptions, related concepts and variables on organizational commitment, ethical leadership and person organization fit, which are variables of the research, and national and international level studies on the base of accommodation establishments, which are the extent of the study, are included.

### **1.1. ORGANIZATIONAL COMMITMENT**

Concept of organizational commitment, described as emotional bond of personnel towards organization, have great importance in organizations and especially in accommodation establishments which are labour-intensive in terms of organization performance, quality of service and client and employer satisfaction.

Because of international competition with the effect of globalization and the need of satisfying changing and increasing client requests and expectations, organizational commitment started to be evaluated as an important concept from the point of executives working in both production and service sectors. In this section, the concepts about organizational commitment, the approaches on organizational commitment, the influencing factors on organizational commitment, the levels of organizational commitment, the importance of organizational commitment with regard to accommodation industry and studies on organizational commitment from the perspective of accommodation establishments will be mentioned.

### **1.1.1. Definition of Organizational Commitment and Its Importance**

Organizational commitment as an indicator of attitude and behaviour of personnel towards their organizations is one of the organizational behaviour subjects that have been seen worth being worked on for many years by researchers, especially in labour-intensive service sector in terms of its effects and consequences.

Organization concept is one of two components of organizational commitment. ‘Organization’ is coordinated relations of production of the personnel whom come together in an operation to achieve certain goals. As for ‘Commitment’, which is another component, is being defined as loyalty, being loyal, in other words being obliged to or the situation of taking action in emotional terms (Acar, 2019: 19; Doğan, 2013: 65-66). Thus, organizational commitment appears as emotional bond of personnel towards their organizations and the state of sincere acceptance of the organizational culture and values.

While organizational commitment, generally being stated as physiological commitment of individual to organization (Günlük, 2010: 12), go back a long way, is an issue that is greatly researched since 1970’s in organizational field and it’s still keep being up-to-date (Acar, 2019: 19). Organizational commitment, which steers the relationship between organization and personnel, is very important with regards to getting high performance from personnel. Also, it still maintains its importance because of the reasons such as the difficulty of international competitiveness, rapid changing management mentalities, the speed of technological developments, the change in client demand and needs and increasing need of human resources in organizations (Naktiyok, 2015: 57). Organizational commitment provides positive outputs in issues such as sustainability of organizational productivity, client and personnel satisfaction and service quality. Its processors and outputs being tried to identify in many researches (Akar and Yıldırım, 2008; Kotze and Nel, 2020; Labroque et. al., 2018; Muzakki et. al, 2019 ).

In these researches, it had been seen that organizational commitment has a negative relation with variables such as organizational cynicism (Altınöz et. al., 2011; Kaygın et. al., 2016; Mousa, 2017; Nafei and Kaifi, 2013; Yasin and Khalid, 2015; Yücel and Çetinkaya, 2015), cease of employment (Tett and Meyer, 1993), intention of



cease of employment (Han et. al., 2010; Huang and Lawler, 2007; Tett and Meyer, 1993; Wasti, 2003) and job stress (Porter et. al.,1974); has a positive relation with variables such as being engaged to the job stress (Han et. al, 2010 ; Kotze and Nel, 2020), job satisfaction (Eliyana and Ma'arif 2019; Liu and Werblow, 2019) and career development (Chow, 1994; Engiz, 2009). Considering in terms of these positive outcomes, it can be said that organizational commitment will continue to be an organizational behaviour that will still be a subject that worth making research from different aspects in the future.

Since employees started to be seen as valuable assets whom are managing production factors rather than being a production factor and strengthen competitiveness with their ideas and creativity, ensuring their commitment to their organizations is a main reason that organizational commitment subject is still keep up-up-date. (Acar, 2019: 19). Organizational commitment is a subject that also carries great importance in terms of job satisfaction, fit and performance of the personnel.

When organizational commitment definitions are being examined in the literature, it is discernible that it is a common subject that is studied by researchers from different disciplines such as psychology, sociology and organizational behaviour. Therefore, although it's not possible to mention completely agreed upon definition; (Çınar, 2013: 44) generally accepted definition is made by Porter, Mowday and Steers (1974). According to this definition, organizational commitment is a strong belief towards accepting organization's purposes and values, a strong willingness that is shown to achieve purposes and goals and a strong desire to stay as a member of the organization.

Organizational commitment concept, which is a reflection of willingness and efforts of personnel towards achieving organizations purposes and goals as an indicator of the fit between personnel and organization, is also being defined differently by different writers (Steers, 1981: 327). According to Kanter (1968:499) organizational commitment is being defined as individuals to give their energies to the social systems and corporate social relations that are constitute the organization and their status of being willingness. According to another definition, organizational commitment is being defined as individuals' bias towards their organization and the emotional bond formed towards organization's goal, strategy, norm and culture and total acceptance of his/her organization. (Hatipoğlu 2014:5; Wiener,1982: 418).

This emotional bond between employee and organization consists of three different processes being called as fit, identification and internalisation. Dimension of fit means personnel shows their fitting behaviour in organization for the reward in return of this behaviour or avoid penalties. As for the dimension of identification, personnel are honoured of being a member of the organization and show respect to values, achievements of the organization. As for the dimension of internalisation, there is a total fit between personnel's and organization's values (Özdemir, 2007: 76-77). It is possible to say that in the organizations that manages to catch this fit, job satisfaction can be achieved, personnel may show commitment to that organization and may have the intention to work in organization for a longer time.

Allen and Meyer are important researchers working on organizational commitment and making significant contributions to the subject. According to Allen and Meyer (1996:252) organizational commitment is the psychological commitment of the personnel to the organization and characterized by three dimensions. These dimensions are the dimension of affective commitment that is individual to constitute an emotional tie with the organization he/she work for, continuance commitment the dimension that ensures avoiding costs that would be suffered in case individual leaves the organization and the dimension of normative commitment that is seeing staying in the commitment as a moral imperative (Günlük, 2010:13). Personnel tend to work in their organizations over time, based on the dimensions of affective, continuance and normative commitment.

In case of organizational commitment occurred as a result of individuals willing and voluntary effort concerning organizational achievement, it is important for organizations to fulfil requests of personnel, to give personnel purpose and opportunities that will contribute to its values. Personnel in the organization that their individual needs are satisfied, establishes a strong identity relation with his/her organization and feel the emotion of identification while feeling himself/herself as a part of the organization (Hatipoğlu, 2014:5). Organizational identification concept, which is named as the process of accepting organization's goals and values and integrating them with individual goal and values, being considered the same as organizational commitment as its components are also components of organizational commitment. (Hatipoğlu, 2014: 5; Wiener, 1982:418). In other words, concepts such as organizational identification,

internalisation and loyalty are being defined as a whole with organizational commitment (Seçgin, 2014: 23). According to another definition, organizational identification is also related to a psychological and cognitive bond individual have towards his/her organization, belonging to a group and perception of being united (Turunç et. al., 2010: 213). The behaviours of an individual that is identified with organizational values towards success are also being stated as a reflection of commitment.

Organizational identification, which is being approached as a motivational concept, focuses on the happiness and satisfaction felt by individuals from working in that organization and the emotional extent of their desire and effort to work in that organization for a long time (Demirel et. al., 2011:92). In organizations that personnel whom experience organizational identification works, significant positive outcomes such as intrinsic motivation, creative behaviour, organizational citizenship behaviours, information sharing, decision-making for the benefit of the organization, task performance, job stress, increased social support, cease of employment and intention of cease employment are being occurred (Sökmen and Bıyık, 2016: 222). On the other hand, personnel whom identifies with his/her organization will put more effort concerning interests of the organization and this will increase operation efficiency and profitability. Thus, personnel's satisfaction will also increase and this will affect client loyalty and satisfaction in a positive manner.

Personnel whom work in organizations that personnel experience organizational identification, they put the interest of the organization in strategical and operational decisions while they also satisfy their individual needs by means of organizational identification (Britt and Ravelo, 2006: 40; Mael and Ashfort, 2001: 197; Turunç and Çelik, 2010: 214). In this context, it is possible to say that organizational identification has a strong connectivity with organizational commitment and it has important outcomes both for organization and personnel.

Based on all these definitions and concepts, organizational commitment is a state of integration, association and belonging shared with the organization, where personnel identify with the organization's purpose, values and culture. Also, personnel whom committed to organization in a high level, may show desire to stay in their organizations in a voluntary effort by adopting organization's values and purposes. Thus, organizational commitment is an important subject for especially establishments in

service sector and their personnel. Also, it is possible to say that in case the needs and expectation of the personnel met by leaders in organization, organizational commitment level of the personnel will rise.

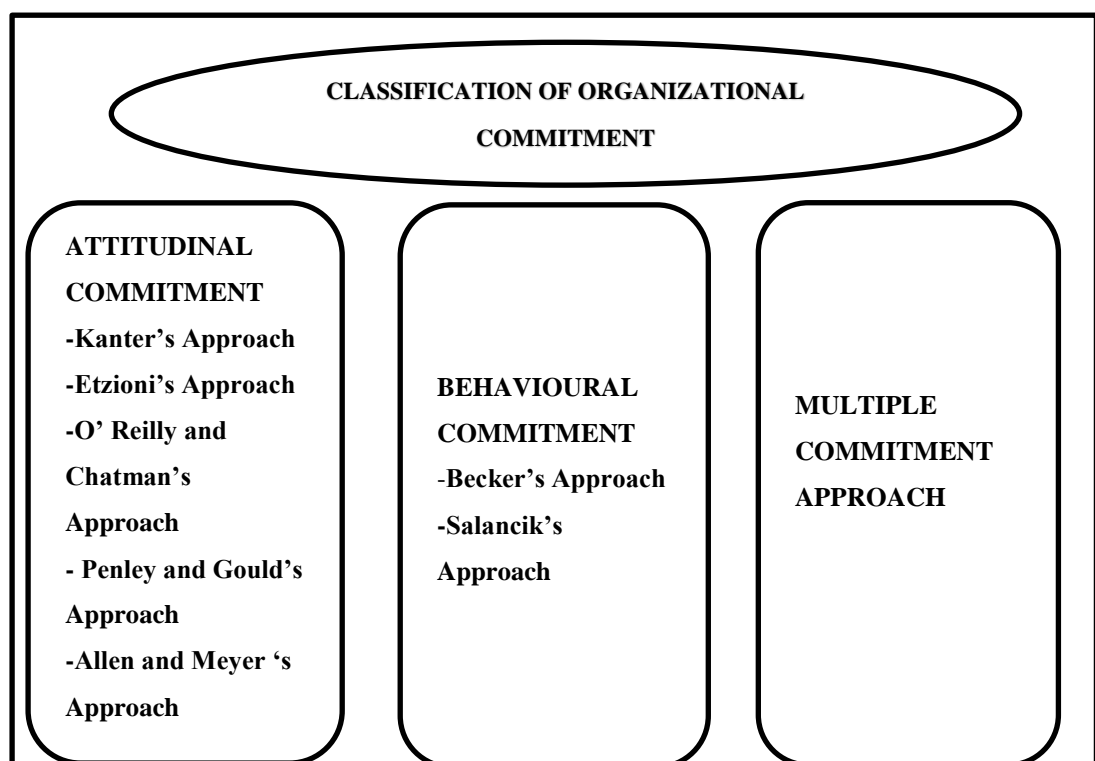
### **1.1.2. Classification of Organizational Commitment Approaches**

Organizational commitment approaches basically classified as three types as attitudinal, behavioural and multiple commitment. These three basic approaches will be addressed in detail below.

In the classification of organizational commitment has some differences such as description of it. In these classifications caused by difference of opinion of researchers, while organizational behaviour researchers dwell on attitudinal commitment, social psychologists are dwell more on the behavioural commitment (Atak, 2009:100). A certain attitude or behaviour is being determinative in the commitment of the employees working in the organization towards their organization.

Depending on the organizational behaviour theory and social psychology theory, mostly attitudinal and behavioural approaches are included in the literature. Apart from these two approaches, the multiple commitments approach, which brings a different perspective to the subject, has brought a third dimension to organizational commitment (Çakı, 2017: 12; Geri, 2010: 40; Zeynel, 2014: 75). This triple classification in the literature is shown in Figure 1.

**Figure 1:** Classification of Organizational Commitment



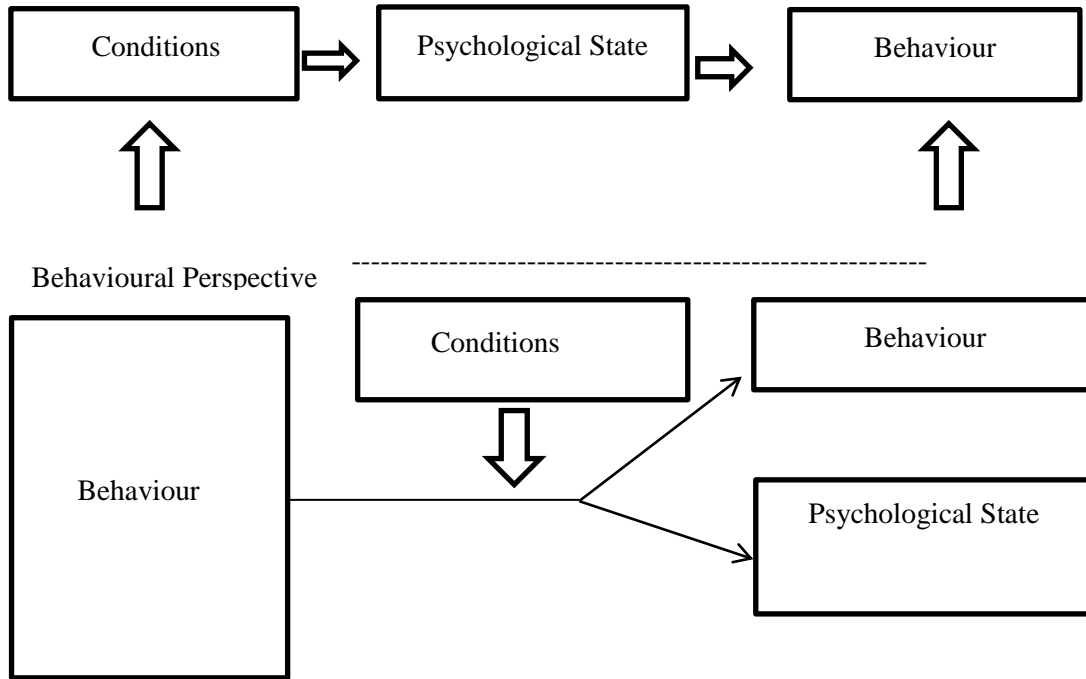
**Source :** (Gül ,2002: 40).

While researches in attitudinal approach focused greatly on formation of organizational commitment and describing initial conditions that prepares behavioural outcome of this commitment, in behavioural approach, it had been dwelled on the effect of behaviour on the change of attitude (Sürücü and Maşlakçı, 2018: 52). While individual specialities of employees are at the forefront in attitudinal approach, individual effort and attitude that turns into behaviour as a result of it can be talked about in behavioural approach.

In other words, the affective commitment felt by the personnel towards their organization is intense in the focus of organizational commitment in terms of attitudinal. High affective commitment of personnel can affect the intention of cease of employment negatively. Because personnel whom experience emotional satisfaction see themselves as an integral part of the organization and experience an integration with the organization (Kalkavan, 2014:86). From a behavioural point of view, organizational commitment is personnel to maintain and commit to a behaviour after acting with that behaviour, with their own preferences after some factors (Zeynel, 2014: 76). These factors are the investments made by personnel to the organization and the benefit they received up to present. Because of these factors, personnel improve their commitment to the organization. When both approaches evaluated together, situations such as adopting goals of the organization, showing commitment to the organization's values and willing to stay in the organization shows similarities (Kalkavan, 2014:86). The conclusion that can be drawn from this is that personnel with high organizational commitment may have high job satisfaction. While this positive feeling will affect the intention of cease of employment negatively, it will affect the absenteeism, late arrival and job performance positively.

In the attitudinal approach, it is important that how the conditions that ensure commitment in the organization affect the commitment of the personnel. As for behavioural approach, why personnel's behaviour occurred, the reasons of continuity in this behaviour and how this behaviour affects psychological state of the personnel are being researched. This situation is being shown in Figure 2 (Meyer and Allen, 1991).

**Figure 2:** Attitudinal and Behavioural Approaches About Organizational Commitment



Source: (Kalkavan, 2014: 87).

#### 1.1.2.1. Classification of Attitudinal Approaches

Individual's attitudes in both their private and organizational life are an important indicator of their behaviour. Positive attitude of personnel towards their organization is also reflect on their behaviour. Thus, personnel whom display positive attitude may display organizational commitment by experiencing the feeling of identification with their organization.

Attitudinal organizational commitment that occurs from attitudes such as personnel's identification with the organization, desire to stay in the organization, desire to try to realize the organization's goals, (Ceseroglu, 2010: 46) in other words it states an emotional bond that occurs with the state that identification of personnel's identity and organization, the matching of value and purposes of organization with personnel's purposes and personnel to put more effort for the benefit of organization (Aka, 2017: 90). Within the framework of this emotional bond, personnel whom believes they are compatible with the goals and values of the organization enters an active relation with organization toward reaching organizational goals faithfully and willingly (Çakı, 2017:13).

In the attitudinal approach, commitment corresponds to personnel to develop an emotional bond towards organization and an emotional response that connects the personnel to the organization (Ada, 2008: 49). This commitment type includes an exchange relationship such as personnel to commit themselves to the organization in exchange for certain prizes and payments (Zeynel, 2014: 77). Thus, it can be said that employees sense emotion of organizational identification with the effect of the opportunities, prizes and earnings offered by their organizations.

Many authors on the attitudinal approach have included their approaches in the literature, and these authors are those who focus on organizational behaviour. These are: Allen and Meyer, Etzioni, Katz and Kahn, Mowday, Steers and Porter, O' Reilly and Chatman's classifications (Şekerli, 2014: 62). The approaches of these researchers are below:

#### **1.1.2.1.1. Etzioni's Three-Dimensional Organizational Commitment Model**

Etzioni (1961) explained organizational commitment by a model that dividing it to three as organizational commitment; negative-alienating, (Alienating Participation) neutral-calculating (Calculating Participation) and positive-morale (Moral Participation).

In negative-alienating commitment, personnel hold no emotional bond with their organization and are only forced to continue to stay in organization .The personnel have a tendency of intense negative loyalty towards their organization. In neutral calculating commitment, personnel show commitment to a type of work norm by doing the work needed to be done in a day. In other words, it is employees to develop of a low-intensity positive or negative loyalty towards their organization. As for positive-moral commitment; the personnel do the work first because the work and their organization are valuable for them and they care about the purpose and goals of the organization. It is a high intensity positive tendency developed towards the organization. (Geri, 2010: 42; Sezgin, 2010:52). The organizational commitment approach of Etzioni is described in Table 1.

**Table 1:** Etzioni's Organizational Commitment Approach

<b>Etzioni's Approach</b>	
<b>Alienating Participation</b>	If the individual feels that he/she can't identify with the organization and his/her behaviour is restricted due to the organization, he/she may lose his/her emotional connection to the organization and develop an attitude of cutting his/her emotional relationship with the organization.
<b>Calculating Participation</b>	Commitment level of the personnel changes depending on whether they can satisfy their needs. Relation with organization is not intense.
<b>Moral Participation</b>	It states an intense tendency towards organization while adopting organizational purpose, value and norms.

**Source:** (Geri, 2010: 43).

As can be seen in Table 1, organizational commitment is a situation that occurs when personnel identify themselves with their organization. Personnel feel a moral loyalty to their organization and sees the tasks that are assigned to them valuable. On the other hand, organizational commitment also indicates a period of change between personnel and organization. Personnel commit to their organizations because they calculate the gainings that are in the same value that the contribution they give. These gaining commits them to their organization. Along with these, organizational commitment does not always occur at the will of the personnel. If the organization puts pressure on the employee to stay in the organization, they can develop a commitment based on alienation even if the personnel have a negative feeling to the organization.

#### **1.1.2.1.2. O' Reilly and Chatman's Classification**

In the classification of O'Reily and Chatman's, base starting point is the psychological bond personnel created with the organization. Pursuant to this classification, organizational commitment is a state that occurs when personnel adopt to look from the perspective of the company and experience the emotion of identification.

This psychological bond may occur in case that person identifies with organization's values and purposes. When considered from this point of view organizational commitment reflects the level of person to adapt organizations point of view and inner specialities to his/her point of view and personal specialities. O' Reily,



Chatman and Kelman's approach, this psychological bond that person create with the organization takes form in three dimension such as fit, identification and adaptation. "Fit", which is one of the three dimensions, based on person to see his/her organization as a means to obtain certain external rewards (Atay, 2006: 53). But when personnel's expectations are failed to satisfy, they start to show misfit to their organization and start search of a new job (Çakı, 2017: 14). "Identification", which is another dimension, is personnel to identify his/her attitude and behaviour with the attitude and behaviour of the group in organization and be proud to be part of the group (Sürücü ve Maşlakçı, 2018 :55). Lastly in "identification" dimension the fit of person's and organization's values is essential. (Hatipoğlu, 2014: 12). Since a high level of business performance is expected especially from senior executives, a commitment at the level not at the level of fit but at the level of identification and internalization is required. (Geri, 2017: 14).

O'Reily and Chatman (1986) as it is stated above, analysed organizational commitment in three dimensions. Three dimensions that are independent from each other, are related with personnel's attitude behaviour and their psychological bond with the organization.

#### **1.1.2.1.3. Katz and Kahn Classification**

Katz and Kahn (1977) have the opinion that in organizational commitment, phases based on internal and external awards are effective while personnel execute tasks given to them. Internal awards states expressive phase, external awards states instrumental phase. In case there is internal awards, personnel loss in organizations may be less (Şahin, 2007: 83). The differentiation between these two phases is an indicator of how personnel dedicate themselves to the organization. Expressive phase can be talked about in case of situations that are rewarding in terms of internal or instrumental phase is in the forefront when in case external rewards raise motivation of personnel. For example, when monthly wage thought as external reward, personnel whom work for this type of organization will only execute the tasks given them in exchange for money and it is the reason of their commitment to the organization. Because of this reason, loss of personnel is more comparing to internal rewards (Ayça, 2016: 50; Şahin, 2007: 83). When it is considered within this context, external rewards given to the personnel are a

source of motivation and it reflects on the organizational commitment level of the personnel.

#### **1.1.2.1.4. Mowday, Steers and Porter Classification**

According to Mowday, Steers and Porter (1982:27)'s classification organizational commitment is individuals to identify with their organization. Organizational commitment is a state that occurs under the condition of personnel to accept the organization and they identify and fit with the organization according to this model. Organizational commitment, which is an emotional based commitment, is being characterized by three factors such as a strong belief towards adopting organization's purposes and values, a strong willingness that shown to achieve purposes and goals and a strong desire to stay as a member of the organization (Zeynel, 2014: 81).

Organizational commitment is being evaluated with two approaches as attitudinal and behavioural. Personnel show two types of commitment in their organization: One of them is behavioural commitment, the other is attitudinal commitment. In behavioural commitment personnel committed to the operation rather than their organization. As for the other one, attitudinal commitment, personnel are in an effort to fit their own values and goals to the organization's values and goals. In other words, personnel's desire to stay in the organization and their commitment to the organization is important in attitudinal commitment. But we can say that these two types of commitment affect each other circularly. In other words, the personnel to show attitudinal commitment will also affect commitment attitude, they will be committed to this behaviour after a while instead of the behaviour they follow for some reasons (Ceseroğlu, 2010: 44-45).

#### **1.1.2.1.5. Allen and Meyer Classification**

One of the important approaches about attitudinal commitment that has been accepted for years is the three-component model approach developed by Allen and Meyer (Ceseroğlu, 2010:47). According to Allen and Meyer, affective commitment, continuance commitment and normative commitment are determinant components of organizational commitment and these three components give information about factors that causes personnel to continue their membership to the organization. (Kaya and

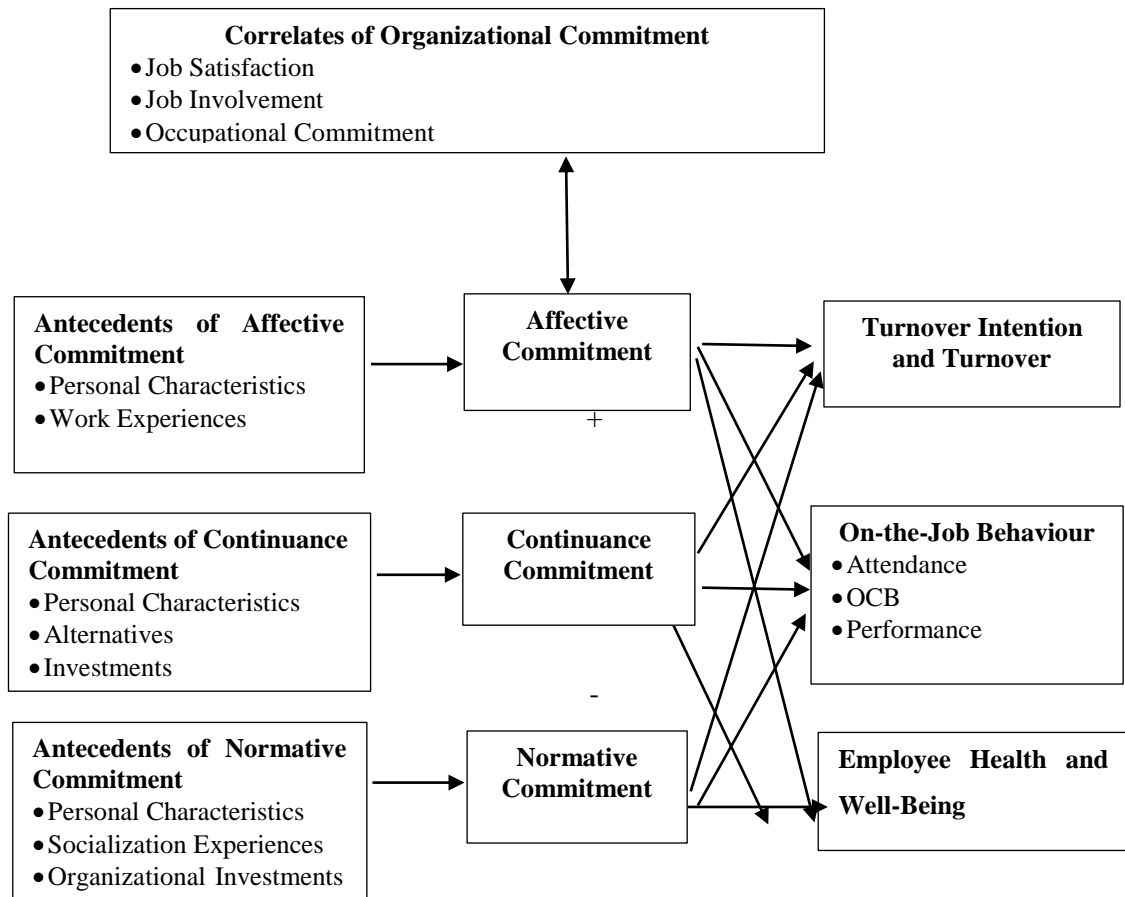
Selçuk, 2007: 179; Meyer et. al., 2002: 23). Also, it is useful to think these three components together as it states a psychological state (Wasti, 2005:2).

Allen and Meyer, conceptualize organizational commitment in literature first two dimensional as continuance commitment and affective commitment in 1984, then add “normative commitment” component in 1990. All the level of these three-dimension levels that constitute organizational commitment’s components are different in the relationship between employees and organization (Gürcü,2014: 32). Pursuant there to, affective commitment is an emotional bond that employee’s desire to join their organization by creating organization identity, continuance commitment is the desire to continue to work that is occurring from employee to calculate the cost they will have to bear in case they want to leave the organization, normative commitment is the feeling of obligation that personnel feel towards staying in the organization (Ceseroğlu, 2010: 47). In other words, Allen – Meyer (1991) developed a new approach about organizational commitment, which is a psychological state, that have at least three components consisting desire (affective commitment), need (continuance commitment) and obligation (normative) (Zeynel, 2014: 77). This approach brought a new point of view to all processor attitudinal and behavioural approaches.

Each personnel experience affective, continuance and normative commitment that constitute the variables of this approach in different levels. For example, some personnel do not experience affective commitment while intensely feeling continuance and normative commitment. Therefore, the commitment of each personnel to his/her organization will be a reflection of different psychological situations. Thus, managers / leaders are expected to develop strategies that will enable the formation of behaviours desired from personnel and to increase management efficiency based on these loyalty patterns (Olgungül, 2017: 48). It can be said that this situation is a two-way interaction, as the loyalty of the personnel to their organizations will increase with the increase of these strategies and management effectiveness.

Figure 3 shows the three-component model of organizational commitment developed by Allen-Meyer:

**Figure 3:** Three Component Model of Organizational Commitment



**Source:** (Meyer et. al. 2002: 22).

#### 1.1.2.1.5.1. Affective Commitment

Affective organizational commitment is emotional reactions that employees feel towards their organization such as the loyalty, efficiency and satisfaction (Jaros 1997: 320) in the way that similar to Porter's conceptualization (Cheng and Stockdale, 2003:466). Personnel whom experience this emotional bond have a positive attitude towards their job and their behaviour tends to make a lot of effort for their organization (Ceseroğlu, 2010: 49). Thus, the reason of personnel whom have a high level of affective commitment to stay in the organization is related with their desire.

The personnel whom feels the values of the organization are compatible with their own values will be willing to stay in the organization. Personnel whom experience identification and integration with their organization will be emotionally attached to their organization. Because of this reason, Meyer and Allen's affective commitment

description and Mowday, Steers and Porter (1979)'s "individual to express himself/herself with the organization" description are matches with each other. (Aka, 2017: 101). Starting from this point, it is possible to say that there is emotional response for attitude and behaviours such as employees to adopt purpose and values of the organization, identify with it and desire to be beneficial for organization.

Affective commitment, which is the commitment type that organizations want to occur the most because of its results, (Kaya and Selçuk, 2007: 5) is arising from work experience such as organizational justice and job satisfaction. It has a negative relationship with undesirable behaviours in the organization such as absenteeism, being late to work and low performance. On the other hand, it has a positive relationship with desired behaviours such as organizational citizenship (Wasti, 2002: 256). Affective commitment can be considered as the longest lasting dimension of organizational commitment in terms of obtaining positive outputs from the personnel in the organization and ensuring personnel satisfaction.

#### **1.1.2.1.5.2. Continuance Commitment**

Continuance commitment is the personnel to take the costs and negativities of leaving the organization into account and continue in the operation as a necessity. (Meyer and Allen 1997:11). In other words, it is personnel to make reward-cost analysis within themselves and feel obligated to stay in the organization (Uğurlu, 2009: 105).

In continuance commitment that is developed based on Becker's side benefit theory, personnel continue to be a member of the organization because they believe that the achievements such as the experience, effort, time and status they have earned during their work in the organization will cause them cost and loss when they leave their job (Ceseroğlu, 2010:50). If the cost of leaving from the organization is high for personnel, the personnel will continue their organization membership (Uğurlu, 2009: 106). More clearly, personnel to take more reward for the cost in their organization means more organizational commitment. In fact, this commitment makes the personnel more dependent on the organization, as the personnel's investment in the organization during the time they work increase the cost of leaving that organization. (Balay, 2000: 17). Personnel whom think their investment and take reward of this investment in the organization are stay away from the intention of cease of employment. Because

personnel know the hardship of transferring gained knowledge and experience to another organization in case that they leave that organization and find continue to work in the organization that they work more rational. (Ballı, 2014: 192-193).

#### **1.1.2.1.5.3. Normative Commitment**

This dimension of commitment, which is mentioned in multiple commitment classifications about organizational commitment, aims to create an interaction between personnel and organization. This interaction occurs as personnel's emotional loyalty to the organization with their own will and normative commitment arising from personnel to see themselves obligated towards the organization, as well as the continuance commitment that develops since the costs that they will suffer in case of leaving that organization will be more than the gains.

While affective commitment and continuance commitment are affected by material and moral factors gained after being entered into the organization, normative commitment is being affected more from the value that personnel have before entering into the organization. Thus, the organizational commitment of personnel can be a reflection of the total of each of these dimensions. (Ballı, 2014: 191-192).

Normative commitment is personnel to feel themselves obligated to stay in the organization. In this commitment, the personnel to stay in the organization and an obligation towards staying in the organization can be talked about. The stronger a personnel's level of normative commitment, the more he/she will feel himself/herself obligated to stay in the organization (Gür,2014:19; Mowday 1998: 390). The thing that determines the organizational commitment of personnel in this obligation feeling is the personnel to believe what they are doing is right and moral. For example, when personnel receive awards such as scholarships by their organization or when training costs are borne, the personnel feel indebted to their organization until they pay their debts (Aka, 2017:103-104; Sezgin, 2010: 44). Because of this reason personnel regard acting right and ethic towards their organization as a priority.

In other words, in normative commitment personnel behave according to whether what they do is right and moral instead of behaving in the way expected from them. In this commitment that arising from the emotions about continuing to stay in the

organization, family and cultural effects and effects arising from socializing are also effective in personnel to develop normative commitment. (Rençber, 2014: 60).

As mentioned before, it is known that the personnel can experience these three dimensions of commitment at different levels in their relations with the organization. For example; personnel may also feel obliged to stay in the organization while working in an organization voluntarily. On the other hand, personnel may feel obliged to leave their job due to external factors (such as economic recession) while working willingly in their organization (Meyer and Allen, 1997).

#### **1.1.2.1.6. Kanter's Classification**

Kanter's Classification is another important attitudinal approach. According to Kanter, organizational commitment is employees to be willing to combine the needs and requests of the organization with their personality and the loyalty they feel towards their organization. Within this context, organizational commitment is being explained with three components such as continuance commitment, identification commitment and control commitment (Ceseroğlu, 2010: 46):

- *Continuation commitment (continuative commitment)* is employee to dedicate himself/herself to provide continuance of the organization and to believe staying in the organization is advantageous for himself/herself (Ceseroğlu, 2010: 46).

As for according to the definition that is made by Çetin (2011: 58), continuation commitment is employees to dedicate themselves for the continuance of the organization because of various organizational devotion and certain sanctions. The attraction of the organization must be high in order personnel to experience a commitment that is positively cognitive in this commitment that is an outcome of cognitive tendency of the employee. Thus, personnel will believe staying in the organization will be more profitable compared to leaving it and gives a positive cognitive value to his/her role. This belief is being concluded as employee to raise his/her motivation without getting into an affective or normative commitment (Cengiz, 2001:34).

- *Identification Commitment (unity commitment)* is the commitment that personnel feel towards their organization by being affiliated with a group (Ceseroğlu,

2010:46). According to another description, identification commitment is employees to show an emotional bond to their organization and their willing attendance to the organization (Sezgin, 2010: 53).

• *Control commitment* is a commitment that occurs when personnel to fit to the norms and values of the organization. Personnel show normative tendencies due to the purpose, goal and norms and follow the order and rules of their leaders in this direction. With this aspect, control commitment can be adopted as normative commitment (Atak, 2009: 104). While the demands of the systems and following the authority don't bother employees, on the contrary it carries a moral value for the employees. Starting from these conclusions, Kanter is defending that, employees who are committed to norms of personality system and social system will be more successful in their organizations (Sezgin, 2010: 53).

A characteristic of this organizational commitment approach, which Kanter (1968) defends, is that it allows employees to adopt these three forms of commitment simultaneously. For example, while employees display continuance commitment with a sense of commitment towards their organizations, it also allows them to display togetherness commitment with the strong bond in their organizational social relations. (Çetin, 2011: 59).

In this commitment classification, the response of employees to each commitment type will be different in case that continuance commitment, identification and control commitment is adopted together. For this reason, it is important to analyse personnel's behaviour correctly. Thus, which commitment element employees reflect to their behaviour as driving force can be understood.

#### **1.1.2.1.7. Weiner's Classification**

Instrumental commitment and moral commitment are in the forefront in Wiener's classification. In instrumental commitment, the organization expects its employees to provide additional benefits to the organization. A psychological internalization can be talked about in moral commitment. Employees to fit the goals and values of the organization with their own goals and values is important in terms of ensuring organizational commitment.



Organizational identification is being experienced when employee adopts the goals and values of the organization and integrates them with their own goals and values according to statements of some authors. As stated before, it is discernible that some authors hold organizational identification and organizational commitment the same (Wiener, 1982: 418). Within this context, organizational commitment is “*the sum of internalized normative pressures in order to act in a way that fulfil organizational goals and benefits*” according to Wiener (1982)’s classification Individuals exhibit these behaviours only because they believe it to be true and moral (Sürücü and Maşlakçı, 2018: 51).

According to Weiner (1982), employing strategies and orientation training are one of the factors that affects organizational commitment. If the values of the individuals who are considered to be recruited do not fit to the values of the organization to a large extent, the prevailing opinion is they shouldn’t be recruited beforehand. Otherwise, those employees will not be able to show commitment to the organization. However, there is a view that says applying a socialization plan to individuals whose individual values do not match up with the organization can positively change their organizational commitment (Hatipoğlu, 2014:14).

In this type of commitment that is also named as exchange commitment between employee and organization, employees are expected to contribute to the organization in exchange of organization to answer the needs and expectations of employees. Employee keep staying in the organization when this exchange relationship (benefit/contribution rate) is balanced between employee and organization or it continue in favour of the employee (Balay, 2000: 16).

Thus, degrees of organizational commitment of the employees will be affected positively as long as organizations put emphasis on value focused applications and apply employing strategies and orientation programmes efficiently.

#### **1.1.2.1.8. Penley and Gould Classification**

Penley and Gould took Etzioni's organizational commitment model as the starting point in the organizational commitment classification. Since Etzioni's model does not

fully explain the organizational commitment of individual personnel conceptually, it has been seen both as complex and incomplete in the literature.

According to Penley and Gould (1988) there is no need for commitment based on alienation if commitment based on moral and alienation is opposite of one-dimensional scale. As a result, alienation commitment will be negative side of an affective commitment to the organization. Because of this reason, Penley and Gould (1988) address these two concepts separately and made this complexness more clear (Sürücü ve Maşlakçı, 2018: 56).

There are three dimensions under the names of *moral commitment*, *calculative commitment*, *alienative commitment* in the organizational commitment of Penley and Gould (Gürsel, 2017: 10).

*Moral commitment* is employee to accept organization's value and norms in order to support his/her organization, in other words identify with it. As an employee whom committed to the organization by his/her own will realizes that the organization has social goals, he/she participates in organizational activities more enthusiastically and feels identified with his/her organization. (Hatipoğlu, 2014:18).

*Calculative commitment* symbolizes instrumental view of organizational commitment and it is based on a period of change. (Sürücü and Maşlakçı, 2018: 56). In other words, the reason employee stay in the organization is the organization is being seen as an instrument that gives certain rewards. The employees demonstrate all their efforts within the organization in order to achieve better financial and moral rewards, also by establishing healthy relationships with their managers (Hatipoğlu, 2014:18).

In return for material and moral rewards, employees can see their commitment to the organization as an instrument (Gürsel, 2017:10). As a result, employees gain some benefits from organization and they continue to be committed to their organization as long as those benefits continue.

*Alienating commitment* is being defined as the immobility of determined employees who are alienated within the organization as commitment based on alienation. More clearly, the members of the organization stay in the organization due to the fact that they will have serious financial losses due to leaving their jobs (for

example, the loss of pension), they stay in the organization because of thought that it is difficult to find alternative jobs, or because of loss of family ties by geographical mobility or because of social pressure (Sürücü and Maşlakçı, 2018: 56). The organizational commitment of the employee is based on obligation in this situation (Gürsel, 2017:10). Therefore, alienating commitment is a negative organizational commitment and employees are forced continue their membership of organization.

#### **1.1.2.2. Classification of Behavioural Approaches**

Behavioural approach is focused on employee behaviours that make commitment occur.

According to the behavioural approach, which employee behaviours are discussed beyond the expression of individual's organizational commitment or normative expectations, organizational commitment tells is the employee to continue to work for his/her organization despite other job opportunities. There is a choice in terms of employee with behavioural point of view. The employee makes a choice towards his/her own establishment due to the favourable working conditions and some social benefits (Kalkavan, 2014: 86). According to another definition, it is the process of the employee's intention to continue working in the organization in return of his/her past attitudes and to become connected according to their adaptation to the organization. Also, this commitment is related to an individual's greater effort beyond normally expected behaviour (Mowday et. al.,1982:25). For example, it may limit the expectations of the employee from the organization or provide reasons for not leaving the organization (Duygulu and Abaan, 2007: 62).

In organizational commitment that is consisted of intention to stay in the organization, not leaving organization and not being absent, employee adopts and maintains attitude and behaviour according to this commitment while displaying this commitment (Gül, 2003:77). The possibility of repeating these adopted behaviours increases over time and the duration of the employee to continue working in the organization increases. Although the main difference between attitudinal and behavioural approaches is that they consider organizational commitment in terms of attitude or behaviour, it is opinion that organizational commitment is not included in

such a classification because there is a natural relationship between attitude and behaviour is prevalent. (Belli, 2014: 46-47).

Generally accepted approaches in literature about attitudinal approach, which is a reflection of the attitudes that employee gained in the past (Boylu et. al., 2007: 57), are Becker (1960) and Salancik (1977)'s "Side Bet" approaches. These two approaches are being told below.

#### **1.1.2.2.1. Becker's Classification**

Essential subject about Becker's (1960) side bet approach is about the investment employee made to the organization. It is kind of a bet on the values that are important to the employee, such as the effort, time, knowledge and experience that the employee displays during the time he/she works in the organization. The more important the values that the employees bet on themselves, the employee's commitment to the organization will increase in the same level. If the employee sees the costs of his/her bet is too high, he/she will try to strengthen the commitment in his behaviour instead of losing the bet (Meyer and Allen, 1984). In other words, the person does not display an affectionate commitment to his/her organization. He/she is bound because he/she thinks that if he/she is not committed to his/her organization, the things he/she will lose will cause serious costs to him/her and therefore he/she continues his/her organization membership (Aras, 2012: 34). Therefore, this commitment is based more on the economic dimension and the higher the economic cost for the person, the higher the employee's commitment to the organization will increase (Hüsneylikoğlu, 2010: 82).

The side bet concept has indicators such as the educational level of employee, marital status, period of working, nature of work and place of duty. Age and period of working in the organization are an essential indicator of side bet (Shoemaker et. al., 1977: 599; reciter Şekerli, 2017: 72). The researches that tell there are relations between "investments" such as "age," "working period in organization" and "education" with organizational commitment are the proof of it. But there are also researches that tell there are no relation between "education" and "age", which are multivariate model's important indicator, and side bet concept (Bateman and Strasser, 1984: 106).

Becker (1960) had classified side bet sources in four elements such as social expectations, bureaucratic regulations, social interactions and social roles.

**Social Expectations:** The person can make side bets that limit his/her behaviour with the expectations of the society and moral sanctions. For example, if a person changes jobs frequently, he/she may want to continue their job because they are afraid of giving the impression of an insecure individual in the community.

**Bureaucratic Regulations:** Bureaucratic regulations are also a source that forces people to make side bets. For example, an employee who does not want to lose the money that is being deducted from his/her salary every month that will be given to him/her in his/her retirement doesn't want to leave his/her job and maintains his/her organizational commitment.

**Social Interactions:** The person has a stance and attitude in the society he/she lives in or if he/she is known as a reliable and consistent person around him/her, he/she will maintain these attitudes and behaviours, do not lie or develop a commitment about honesty.

**Social Roles:** It is about how well a person is used to their social situation and roles. On such a situation, it is difficult for a person who is so accustomed to the requirements of their social roles to enter another role and change roles.

As a result, it can be said that Becker's commitment approach is a process that organization and employee take a bet against each other.

#### **1.1.2.2.2. Salancik's Classification**

Salancik's organizational commitment approach is one of behavioural approach models. This approach is based on continuation commitment dimension of the organizational commitment.

Salancik describes organizational commitment as the state that individuals to be committed to their organization behaviourally with their own will. Commitment only occurs as a result of individual to display behaviours of accepting purpose and the values of the organization (Reichers, 1985: 468). In other words, the situation that individual to display attitude and behaviour that fit to the purpose and values of the

organization gave birth to the outcome of organizational commitment. According to that, it can be said that organizational commitment in the measure of the ratio of the fit of the attitude and behaviour of the organization member. Misfit and conflict can be observed within the organization in case of misfit. Salancik (1977) states that a behaviour can only create commitment if it is repeated, develops voluntarily and is visible by the organization. Behaviours that show organizational commitment are shaped according to the fit between the organization member and the organization and psychological factors. Individuals experience the state organizational commitment by showing commitment to his beliefs that strengthen their interest in the organization with these behaviours of them (Sürücü and Maşlakçı, 2018:59).

Becker (1960), on the other hand, emphasizes that the investments that an individual will lose when he / she leaves that behaviour are important in showing commitment to their behaviours. (Gürcü, 2017: 37). This aspect can be considered as the fundamental difference that separates the two approaches. Also, the common point in these two approaches is that organizational commitment is reduced to the dimension of a relationship based on mutual interests and behaviours and the absence of some internal factors such as employees' values, personal characteristics and goals.

### **1.1.2.3. Multiple Approaches on Organizational Commitment**

Because this approach suggests that different elements in the organization can form different types of commitment at different levels, it is considered separately from the other two types of commitment with this aspect (Köybaşı, 2016:36). In this approach, employees can show loyalty to the organization they work with, as well as the resources they depend. These resources are various groups, employees, managers, trade unions and the public. Also, the reasons of this commitment may differ from person to person. For example, while some employees develop loyalty in terms of the product quality they offer to their organization, others show commitment because of the closeness and sincerity they experience in the organization (Hatipoğlu,2014:25). It is assumed within this context that in the multi-commitment approach, employees will show different degrees of loyalty towards their colleagues, managers, jobs and customers. For this reason, it is important to identify these sources that have a

relationship with the organization (Bilgen, 2014: 61). Also, the multi-commitment approach is an approach that is based on the fact that the reason of feeling commitment for an employee can differ from another employee's reason of feeling commitment (Kardaş, 2016: 67).

In this approach, it is stated that the organizational commitment of employees is also affected by structural factors such as salary, seniority, increase in investment payments and the lack of alternative opportunities (Hatipoğlu, 2014: 25-26). In the multi-commitment model, organizational commitment appears as the sum of the multiple commitments of internal and external elements. Because of this reason, while employees develop different commitments to their managers and colleagues within the organization, they may display different commitments to customers, suppliers, professional chambers, trade-unions and the society outside the organization. (Hatipoğlu, 2014: 25-26; Hüsneylikoğlu, 2010: 84).

It is not possible to talk about the superiority of one over the others when organizational commitment approaches are evaluated. While attitudinal commitment refers to an emotional response (identity) that connects the organization member to the organization, behavioural commitment reflects the decision to stay in the organization due to the possibility of being deprived of their rights. In addition, defenders of the socio-psychological approach argue that the members of the organization develop an attitude consistent with situations where their expectations are fulfilled. Hence, members who are behaviourally committed to a particular organization will tend to develop a positive attitude towards their organization (Sürücü and Maşlakçı, 2018:60). Although there is a difference between attitude and behavioural commitment, the two approaches are also related to each other as they support each other. As for the multi-commitment approach, while different levels of commitment to the different variables that constitute the organization are mentioned, it is argued that in the attitudinal commitment and behavioural commitment approaches, the commitment is being felt towards the entire organization (Çetinel, 2008:59).

Even the attitudinal, behavioural and multi commitment approaches are approaches that are different from each other, they are important approaches in terms of

bringing different perspectives to the organizational commitment and determining in which situations organizational commitment occurs.

### 1.1.3. Factors That Affect Organizational Commitment and the Outcomes

Factors affecting organizational commitment are divided into three as personal factors, organizational factors and external factors.

Organizational commitment, which consists of a person to accept organizational values with a strong sense of trust and acceptance, an intense effort they display for the goals and objectives of the organization, and a desire he/she feels to stay in the organization, consists of factors that increase or decrease it (Avcı and Küçükusta, 2009:36). It is important to know these factors in relation to successfully manage organizational commitment behaviours.

Personal characteristics, role and job characteristics, structural characteristics and work experience are among the factors affecting organizational commitment. Mowday, Porter, and Steers (1979) stated that the factors in the beginning and fitting phases had a great effect on organizational commitment and they classified these factors in three classes. (Küçüközkan, 2015:17). These are: personal factors, organizational factors and external factors of organization. In some studies, it has been determined that demographic factors (age, gender, marital status, working time etc.) are important determinants of organizational commitment (Ceseroğlu, 2010: 54; Yalçın and İplik, 2005: 399). Table 2 shows these factors:

**Table 2:** Important Organizational Commitment Factors at the Beginning of Organization Membership

<b>PERSONAL FACTORS</b>	<b>ORGANIZATIONAL FACTORS</b>	<b>EXTERNAL FACTORS</b>
<ul style="list-style-type: none"> <li>- Job Expectations</li> <li>- Psychological Contract</li> <li>- Job selection factors</li> <li>- Personal Characteristics</li> </ul>	<ul style="list-style-type: none"> <li>- Job experience at start</li> <li>- Extent of the job</li> <li>- Management</li> <li>- Consistency of goals</li> <li>- Organization</li> </ul>	<ul style="list-style-type: none"> <li>- Consistency of alternative job options</li> </ul>

**Source:** (Mowday, Porter and Steers, 1982:471; adapted from Küçüközkan, 2015: 17).

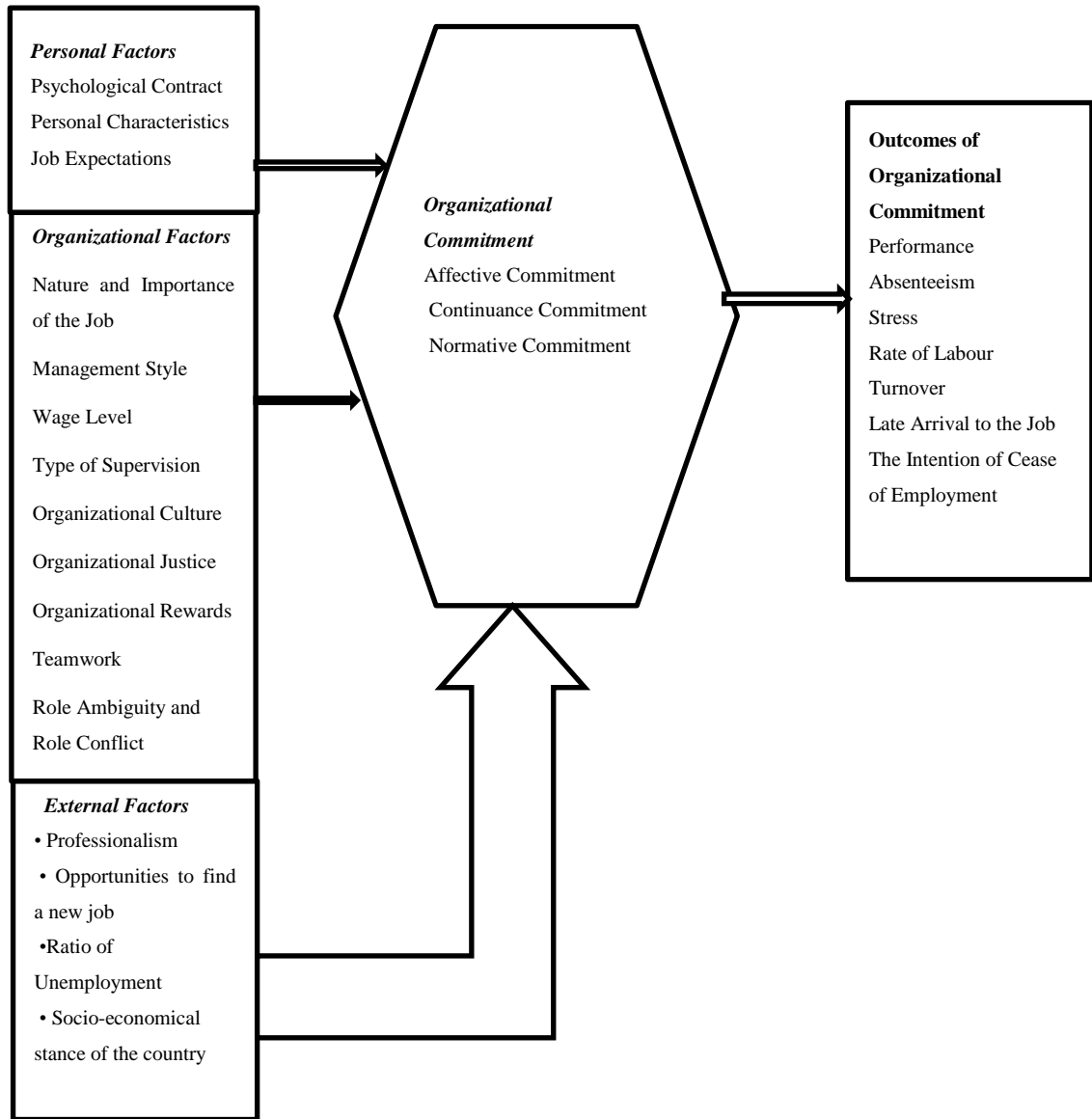
As can be seen in Table 2, there are more than one factors that increase or decrease organizational commitment. Organizational commitment occurs in case the



personal characteristics, goals and objectives of the employees are fit to the goals and objectives of the organization from the personal factors. The extent of the job and the management structure are among the organizational factors are factors that affect the commitment of the employees to the organization. The management structure to be the one that values its employees, to be sharing and to be the one that the employees are participatory in managerial decisions can increase the commitment of employees to their organizations. In addition, the lack of alternative job opportunities, which is one of the factors outside the organization, causes employees to display continuity and tend to stay in their organizations.

Factors affecting organizational commitment affect the organization by bringing some outcomes along. Factors affecting organizational commitment and their outcomes are shown in Figure 4.

**Figure 4:** Factors Affecting Organizational Commitment and Their Outcomes



**Source:** (Suliman, 2012: 172 adopted from Hatipoğlu, 2014: 27).

As can be seen in Figure 4 organizational commitment is being affected by personal factors such psychological contract, personality characteristics and job expectations, from organizational factors such as nature of the job, management style, leadership, wage level, organizational culture, team spirit and organizational justice, from the external factors such as professionalism, opportunities to find new jobs, ratio of unemployment socio-economic situation of the country etc. (Hatipoğlu, 2014: 27).

Organizations that give emphasis on development of organizational commitment in their employees are aiming to raise organizational commitment by approaching all factors which are personal, organizational and external as a whole. Because

organizational commitment of the employees is a desired situation in their working life. Organizations are aware that as a result of their efforts in this direction, they can prevent negative employee behaviours such as cease of employment, absenteeism, and achieve positive results such as job satisfaction and a decrease in employee turnover rate (Bağdoğan and Sarpbalkan, 2017: 340).

As can be seen, while organizational commitment provides many positive organizational outcomes, organizational commitment itself can be affected by many factors. Among these factors, personal factors, organizational factors and external factors are discussed in detail below.

#### **1.1.3.1. Personal Factors**

It had been seen in studies that there are many studies that shows that there is a relationship between personal factors and organizational commitment. In these studies, different and strong relationships were found (Alvi and Ahmed, 1987: 267. -280; Angle and Perry, 1981: 1-14; Byington and Johnston, 1991: 3-10; Mc Caul et. al., 1995: 80-90) between age, education level, wage level and working period, which constitute personal factors, and organizational commitment (Çöl and Gül, 2005: 304; Yalçın and İplik, 2005: 395). In addition to that, demographic characteristics such as age, gender, education level, and working period are among the most studied personal factors in the literature. Mathieu and Zajac (1990) stated in another study that there is a relationship between organizational commitment and 48 variables. However, only concepts of marital status, ability, wage, ability diversity, field of activity, task commitment, leader communication and participatory leadership were tested directly related to organizational commitment.

The strong relationships between personal factors and organizational commitment increases employee's willingness to stay in the organization. Thus, employees who continue to work in the same organization for long periods may have tendency to take more responsibility and increase their contribution to the organization (Erol, 2013: 54). Organizations benefit from this positive atmosphere with positive outputs such as job performance, work efficiency and quality service.

#### **1.1.3.1.1. Age**

Age is of one the most important factors affecting organizational commitment among personal factors.

Employees develop more of an organizational commitment towards their organization as they get older. One of the reasons for this is that as they get older, the number of opportunities and alternatives they will find will also decrease. From another point of view, young people adopt flexible working hours and part-time working style compared to older people. Employees whom willing to improve themselves are more easily accept their organizations, they work more fitted with the purpose and values of the organization and they display more effort to stay in their organizations (Erol, 2013: 55). Employees whom work in fit and job satisfaction feelings are an advantage for organizations.

According to Meyer and Allen's approach, in order to understand the effect of age factor on organizational commitment, it should be examined in terms of all three dimensions. For example, the affective commitment of the employee increases as he/she gets older (İnce and Gül, 2005: 65). Therefore, age and time spent in the organization are one of the most important indicators of an employee's commitment to the organization. As earnings of an employee whose working period in the company increase will also increase, organizational commitment will be affected positively from this situation (Yalçın and İplik, 2005: 400). It can be said within this context that the age factor is also related to continuance commitment.

It had been seen in another study about organizational commitment and age that young employees do their jobs with more pleasure and enthusiasm and they are more committed to their organization than older employees (Sarıboğa, 2017: 35). Also, young workers spend more time in the organization as they have more time and energy and they have the tendency to see the problems of organization as their own.

#### **1.1.3.1.2. Gender**

Gender is another personal factor that affects organizational commitment. Gender is an important variable as it has relationships with variables such as organizational fit,

generate income, flexible working hours, perceived organizational support and executive support.

There are different opinions about organizational commitment extents of males and females in the researches that examine the relationship between organizational commitment and gender. It is claimed according to some opinions that females display lower organizational commitment than males. One of the reasons of that is males committed to their organization more strictly as they work in higher position and have higher wages compared to females. On the other hand, female employees keep their professional lives behind their family lives due to the family roles assigned to them by the society and they are less committed to their organizations compared to the male employees (Yaşar and İpekçi, 2005: 399). On the contrary, the studies that indicate that the organizational commitment of female employees is higher than organizational commitment of male employees, it is stated that commitment is generally continuance commitment and there is no relationship between gender and affective commitment (Aven et. al., 1993; Mowday et. al., 1982). It can be thought within this context that, because male employees have higher responsibilities in society compared to female employees, they can fit their organizations better and experience job satisfaction.

Along with the studies that think that there is a relationship between the gender factor and organizational commitment (Arı and Ergeneli, 2003: 129; Özkaya et. al. 2006: 80; Thorntwaite, 1993: 3), there are studies that defend the opposite thesis (Chromie, 1981; Gümüş et. al., 2003). It was found in some of these studies that male employees have higher organizational commitment compared to female employees (Topaloğlu et. al., 2008). In some, organizational commitment levels of male employees are higher than female employees compared to normative and emotional commitment dimensions (Güçlü, 2006; Korkmaz and Menge, 2018:9). One of the important influences here is the social roles women and men take on. Women to have children and their priority becomes their private lives but on the other hand, men, who feel obliged carry greater responsibilities in the family because of children to grow up or the increase in the number of them, will experience more commitment to their organizations (Şimşek, 2013: 39). Despite this difference, women can balance work-family when they are given the opportunity and show more organizational commitment than men. It is

also possible to say that female employees achieve more stability in their jobs and don't have the tendency to change jobs constantly (Erol, 2013: 56).

#### **1.1.3.1.3. Marital Status**

Marital status is an important variable in its relationship with organizational commitment.

While there is no strong relationship between marital status and organizational commitment, it can be said that there is a positive relationship. Various studies shows that married employees display more organizational commitment than single employees and married male employees display more organizational commitment than married female employees. One of the important reasons for this is the financial obligations men taken and married female employees to have difficulties finding work-home balance after marriage (Küçüközkan, 2015: 19). Also, since single people have more tendency to take risks and evaluate new job opportunities, thus lower commitment can be observed (Erol, 2013: 57).

On the contrary to the relationship in the studies mentioned above, there are also studies in which there is no relationship between marital status and organizational commitment. Because of that reason, it is not possible to talk about a suggestion that whether there is a relationship between marital status and organizational commitment (Kılıç, 2008: 80; Özsoy et. al., 2004). Subjects such as marital status, home-work balance, financial obligations, and social roles assigned to gender may also differ in terms of organizational commitment.

#### **1.1.3.1.4. Educational Status**

Educational status is another demographic variable that affects organizational commitment. The studies that describe the relationship between the educational status and organizational commitment are summarized below:

As the education level of individuals increases, new job opportunities they can find may increase. Thus, employees can accept new job offers more easily. As the education level increases, the expectations and demands of the employees increase, so organization may have difficulties to meet them (Kılıç, 2008: 77).

Studies that have been made shows that there is a negative relationship between educational status and organizational commitment (Angle and Perry, 1981; Buckho et. al.,1998; Hunt et. al.,1985; Meyer and Allen 1988; Steers, 1977). In another study that negative correlation was observed is the study of Yalçın and İplik (2005) that is aimed at determining the relationship between five-star hotel employees, their demographic characteristics and organizational commitment. It was seen as a result of the study that there is a negative correlation between educational level and organizational commitment. Based on these studies, the dominant view is that as the level of education increases, organizational commitment will decrease. In contrast to these studies, a positive correlation between organizational commitment and education level is also possible. As the education level of the employees increases, their commitment to the organization also increases according to the level of reward or salary given to them (Çetin, 2011: 64-65).

On the other hand, alternative job opportunities of those who have lower education level is low and they show a strong commitment to their organization (Acar, 2019: 27; Gürsel, 2017: 17). But organizations try to hold employees whom add value to them with their knowledge, experience in their organization. (Erol, 2013: 58). As can be seen, expectations of the employees from their organizations gets higher as their education level get higher. Organizational commitment levels of employees in organizations that can meet these expectations will also increase. Thus, the organization will be able to benefit from the knowledge, experience and vision of employees with a high level of education. Because of this reason, it is important to make some strategies and action plans that will ensure employees with a high level of education continue to be members of the organization.

#### **1.1.3.1.5. Working Period in the Organization**

Working period in the organization is an important personal factor that affects organizational commitment. Continuance commitment in terms of employees' to don't want to lose the gains they have gained during their time in the organization, to think about the costs they bear in case they lose those gains, and affective commitment in terms of adopting the organizational culture will also increase as the time they stay in the organization increases.

There are studies that claims there is a positive relationship between working period and organizational commitment of the employees (Colbert and Kwon, 2000; Meyer and Allen, 1984). For example, there are studies that detected the employees will be more psychologically committed to organization and they internalize the organization norms more easily as their working period in the organization increase (Meyer, Allen and Smith ,1993: 541). The longer the employees work in the organization, the better they get to know their jobs. Employees estimate organizational structure and needs more accurately and develop skills specific to them with each passing of time. Employees with increased knowledge and skills feel more willing to stay in the organization, they are committed to their organizations with a relationship of interest because of external negativities such as uncertainties in the external environment, severance pay, increase in existing investments, (Ağca and Ertan, 2008: 395; Erol, 2013: 58-59; Kardaş, 2016: 72; Sarıboğa, 2017: 36). Working time in an organization can affect organizational commitment by displaying an affective commitment to their organization as they used to it as well as through a relationship of interest between the employee and the organization. This effect can result positively with an increase in job performance for both the employee and the organization.

#### **1.1.3.2. Organizational Factors**

Factors such as communication in the organization, wage level of the employees, the qualification and importance of the job, management style and leadership, perception of organizational justice and organizational culture, organizational image and organizational reward and promotion are factors affecting organizational commitment that are factors about organization.

Factors that affect organizational commitment are organizational factors consisted from the values of employees in the organization. These are: communication, wage level, qualification and importance of the job, management and leadership, organizational justice, organizational culture, teamwork, organizational image, organizational reward and promotion (Erol, 2013: 59).

Efforts such as organizations to value and support their employees, empowering the employees reflect positively on attitude and behaviour of the employees. Also, it had been seen in some studies that have been made that some of organizational factors



(organizational rewards, job values etc.) have a stronger relationship compared to demographic factors (Bayram, 2005: 134; Çetin, 2011: 65). These factors affecting organizational commitment are below:

#### **1.1.3.2.1. Communication**

Communication between employees in organizations is an important phenomenon in their organizational commitment. Organizational structure is also created with this communication phenomenon.

Employees to be informed from the decisions taken by organization, the strategies and policies organization is applying, their ideas to be given importance is increasing their commitment to the organization. When employees are informed about how they will be affected from the changes in organizational structure with an efficient communication network, they prepare themselves to these changes (Erol, 2013: 59; Gürsel, 2017: 19). Intra-organizational communication is a system that ensures adapting and changing the psychological structures of the employees in accordance with the purposes of the organization, and directing the behaviours of the employees towards the goals that are determined to achieve by organization besides the purpose of informing the employees about the implementation of the decisions taken in the organization (Güçlü, 2006: 69). Organizational commitment will increase as the quality of intra-organizational communication increase in case these systems implemented right.

#### **1.1.3.2.2. Wage Level**

Wage level is one of the factors that affect organizational commitment. Wage that meets basic needs of the employees is a determinant in terms of the status of the employees. A wage system based that is based on time spent at work is being applied in accommodation establishments within different wage systems against the calculation and payment methods (Güçlü, 2006:70).

Wages and rewards presented to employees affect employees' motivation level and willingness to stay in the organization positively. The motivating feature of the wage and the positive attitudes of the employees towards the job are important for the efficiency and performance of the organization. In addition, employees who believe that

they work in a fair wage system can show commitment to their organizations (Erol, 2013:59-60). The level of the wage is another important factor. For example, employees who get low wages sees staying in the organization only as an obligation and they may constantly look for job opportunities that they will have a better wage level. But as the wages that employees get increase, it will be difficult for them to find another job in same wage level so their continuance commitment will increase (Bilgen, 2014:50-51; Güçlü, 2006:71).

Apart from studies that are showing there is a significant relationship between wage level and organizational commitment, there are also studies that there is no significant relationship between these two variables (Abdulla and Shaw, 1999; Iverson and Deery, 1997). Also, Guatam, Dick, and Wagner (2001) found a positive relationship between wage level and continuance commitment, and a negative relationship between affective and normative commitment in their study.

#### **1.1.3.2.3. Qualification and Importance of the Job**

One of the factors that has an impact on the organizational commitment of the employees is the qualification and importance of the job. The importance of job is being expressed as “*the impact of a job on people's lives in the organization or in the external environment*” (Şimşek, 2013: 44). The factors such as job to be able to satisfy the employees, identification with the job, taking responsibility, transfer of authority, feedback, the degree of difficulty of the job are the factors that are about the qualification of the job. Along with these factors, variables such as technical ability, the high level of education required by the job and verbal communication skills, physical strength, and complexity level of the job are other variables that are belong to the qualification of the job and have an impact on organizational commitment (Erol, 2013: 60; Serhat, 2008: 58; Stone and Guetal, 1985: 389).

The relationship between the qualification of the job and organizational commitment was the most examined factor among the factors related to the qualification of the job. Following researches tested with different samples, employees' experience and organizational commitment increase when they have sufficient work areas. Because of this reason, it is necessary to give importance to the variable, such as giving authority

and responsibility, participation in decisions, feedback, job enrichment that are about the qualification of the job (Güçlü, 2006:52).

Table 3 contains studies investigating the relationship between the qualification of the job and organizational commitment:

**Table 3:** The Relationship Between the Qualification of the Job and Organizational Commitment

YEAR	RESEARCHER	OUTCOME
1970	Hall, Schneider and Nygren	Positive relationship detected between qualifications of the job and organizational commitment.
1974	Buchanan	Positive relationship detected between qualifications of the job and organizational commitment.
1977	Steers	Positive relationship detected between qualifications of the job and organizational commitment.
1985	Hunt, Chonko and Wood	Positive relationship detected between qualifications of the job (autonomy, diversity and feedback) and organizational commitment
2005	Gautam, Dick and Wagner	Positive relationship detected between qualifications of the job and affective, continuance and normative commitments.

**Source:** (Güçlü, 2008: 52).

Table 3 shows that there is a positive relationship between the qualifications of the job and the organizational commitment of the employees. Employees who think their knowledge, skills and abilities match the requirements of the job develop commitment to their organizations.

#### **1.1.3.2.4. Management Style and Leadership**

Another factor affecting organizational commitment is management style and change of leadership. Attitude and behaviour of the managers are important variables for the job performance and organizational commitment of the employees. Ethical leadership behaviours of the leaders towards their employees whom work in an ethical climate in organizations is one of the factors that motivate individuals. When an individual is focused on achieving the goals and purposes of the organization and is able to benefit from promotion opportunities and rewards, he/she will experience job satisfaction and his/her loyalty to the organization will increase. Because of this reason,

adopting an ethical leadership style is especially important in terms of keeping employee's commitment to the organization in high level (Bilgen, 2014: 102).

On the other hand, existence of the managers whom have characteristics such as being innovative, being transparent and reassuring affects organizational commitment positively. One of the results of the researches is that the organizational commitment of the employees is high in organizations where managers are believed to be honest, whom make their job feels important, and who are believed to work in cooperation and fit with employees (Erol, 2013: 60). On the other hand, organizational commitment in organizations that do not trust their employees and are being managed with a centralist and strict controlling mechanism is weak (Rençber, 2014: 70). Because of this reason, leadership is an important factor in order to satisfy employees and make them continue to stay in the organization (Hatipoğlu, 2014: 31).

As a result, employees that are in organizations with ethical climate and with the leaders who are transparent and participatory, whom can give authority and responsibility, whom can motivate their employees and allow them to share their thoughts and experiences, can show commitment to their organizations.

#### **1.1.3.2.5. Organizational Justice**

Organizational justice is a process about how managerial decisions are being made and it is an important organizational factor that affects organizational commitment. Organizational justice is a process that is related to the way managerial decisions are made on issues such as wage level, distribution of rewards and promotions within the organization, and the process about evaluation and how these decisions is perceived from the perspective of employees (Gür, 2014: 26; İçerli, 2010: 69).

While the perception of organizational justice, which is one of the factors that significantly affects the organizational commitment of the employees, has been determined as the cause, the organizational commitment has been determined as the outcome variable in some studies. The fair and equal distribution of organization resources, inputs and outputs, rewards and punishments by the managers in order to achieve organizational goals is a result of the distributive aspect of organizational justice (Karavardar, 2015: 140-141). Interaction justice includes behaviours such as

valuing employees, treating them with respect and explaining a decision that is being defined as social value to employees (İçerli, 2010: 86). Especially interactive justice, which is a dimension of organizational justice related to the quality of interpersonal relationships, has stronger impacts on organizational commitment than distributive justice, which is another dimension (Karavardar, 2015: 142). The studies of Yazıcıoğlu and Topaloğlu (2009: 12) on employees in accommodation establishments prove the strong effect of interactional justice on organizational commitment. This situation is important in terms of showing that interpersonal behaviours and equitableness in communication are at the forefront rather than the dimension of materialistic gainings of interactive justice. It can be said in this point that managers in accommodation business management should display the justice they need to display in the distribution of their financial acquisitions also in interpersonal relations. Organizational justice affects employees' perceptions of organizational commitment by causing a sense of trust in the organization.

In a study that is made in this context, Yılmaz and Akgül (2014: 20) examined the effects of organizational justice perceptions of employees on their organizational commitment in accommodation establishments. According to the results of the research, the organizational commitment dimension that the organizational justice perception had the highest effect was the dimension of affective commitment (0.558). Normative commitment (0.499) and continuance commitment (0.395) followed this respectively.

Therefore, it can be said that organizational justice is a factor that directly affects the formation of trust in the organization and also the commitment of the employees to the organization. For example, promoting a new employee who has recently started to work instead of an employee who has been waiting and deserving for a promotion for years will undermine the sense of organizational justice and reduce organizational commitment of that employee (Erol, 2013:61). Hence, the implementation of organizational justice will cause employees to have positive perceptions of trust and justice towards their organization. It can be said that, at the point of establishing the concept of justice in the organization that the administrators in the organization have an important effect with their ethical and moral behaviours in interpersonal relations and it affects commitment positively.

#### **1.1.3.2.6. Organizational Culture**

Organizational culture is an important organizational factor that affects organizational commitment. Organizations show differences from each other in terms of transacting business and conducting business. Organizational culture is a series of belief, value and habit system that builds a bridge between employees and the organization, a guide behaviour of employees and have impact on their organizational commitment (Seçgin,2014: 44). In other words, organizational culture is the values shared by the members of the organization and a phenomenon that gives personality to the organization (Köse et. al., 2001: 227).

It can be said by looking at the relationship between organizational culture and organizational commitment that these two concepts feed each other. A perception of identity develops among people and organizational commitment is supported in this context through organizational culture (Erol, 2013: 62). Through this system, which develops a sense of identity among employees and strengthens organizational commitment by ensuring participation in organizational goals, employees participate in the decisions made in the organization. Also, the organizational culture keeps the communication and relations between the employees in balance by affecting the attitudes and perceptions of the employees (Seçgin,2014: 44). Many studies that describe the relationship between these two concepts that feed each other had been made. (Çavuş and Gürdoğan, 2008; Erdem, 2007:74; Gülova and Demirsoy, 2012; Yücel and Koçak, 2014). For example, in the study performed by Çavuş and Gürdoğan (2008: 18) with 134 hotel employees in a five-star hotel in Aydın - Kuşadası, while a positive relationship between organizational commitment dimensions and participation, reward, tolerance and justice, which are dimensions of organizational culture, was found there is no significant relationship between the dimensions of historical background, relationship, ceremony and organizational culture. It was found in another study that there is a significant relationship between organizational culture dimensions and organizational commitment dimensions (Yücel and Koçak, 2014: 60).

As can be seen from these studies, employees develop an affective and normative commitment to the establishments that have an organizational culture where they feel

valuable and the establishments that they can find the opportunity to improve. They can only feel a continuance commitment towards organizations that do not care about them.

#### **1.1.3.2.7. Organizational Image**

Organizational image is one of the factors that affects organizational commitment. Image is the sums of the impressions people or groups got about certain objects, attitudes, behaviours and beliefs (Kesen and Sipahi, 2016: 1928; Kurtuldu and Keskin, 2002). As different definitions are given, image is the interpretation of the people about information obtained from the culture they live in, various communication channels and social life and the prejudices they create (Şahin and Topal 2017: 165). Organizational image, which is a function of organizational communication, affects the perceptions of employees, suppliers, competitors and partners. While only wages, bonuses and social opportunities aren't enough in increasing the performance of employees and strengthening the organizational ties with employees, also positive perceptions of employees about their organizations is important (Kesen and Sipahi, 2016: 1927-1928).

In organizations where the organizational image is positive, the image is an important psychological factor that enables the organizations to become more attractive for the customers and investors, also the qualified individuals to work in the organization. Hence, employees who have a positive organizational image perception will develop positive attitudes towards their organization and managers thus the commitment between employee and the organization will increase (Kesen and Sipahi, 2016: 1927). As a matter of fact, it can be seen in several studies that organizational image has a positive effect on the employees (Aksoy and Yıldız, 2015). Because of this reason, especially for service establishments that production and consumption occur simultaneously, organizations will be able to provide the desired benefit as long as the organizational image in the perception of employees, whom called as internal customers, support the external image (Dursun 2011: 69). Otherwise, organizational commitment of employees in organizations that have negative internal image may affected negatively.

#### **1.1.3.2.8. Organizational Reward and Promotion**

Promotion opportunities in organizations is being evaluated as an instrument that increases organizational commitment. Promotion, which is an important factor in success of organizations and continuousness of employees to their jobs, is being described as giving employee a higher authority and responsibility and also rising the position in terms of wage (Şen, 2008: 58). According to another description, an employee is being appointed to another position with higher wages, responsibilities and authority by making a change of duty (Ünlü, 2019: 162).

Employees who benefit from the training opportunities offered by their organization and expand their perspective and knowledge capacity expect promotion opportunities in their organizations. The reason for this is that is, as the knowledge and experience of highly qualified employees increase, they find their job, authority and responsibilities insufficient and they want authority and responsibility in higher positions. In organizations where the road to promotion is open, these demands of the employees are met and the motivation of employees is being raised. It is also possible for highly motivated employees to show high organizational commitment (Toker, 2006: 132-133). Therefore, the promotion process that is carried out rightly and fairly has a significant affect in terms of both organizational performance and motivation of employees (Şen, 2008: 58). Employees of the organizations that the road to promotion is closed may show tendency to the organizations that have a just promotion policy. Because of that reason, organizations to shape their promotion policies according to the needs of organization and employees may ensure employees to continue to work in the organization.

On the other hand, organizational reward is a material or moral reward that shows that the organization appreciates the work done by the employees and a thank the employees with successful performance in the organization (Erol, 2013: 63). A manager or leader rewards employees not only with financial rewards such as an increase of organization members' salary, side incomes, premiums, but also employees with moral rewards such as progress in status, recognition, authority and responsibility in a job or project and this is considered a means of keeping power. Organizations can evaluate this as an instrument of power if they can reward their employees in this way or possess the



sources of rewarding (Koçel, 2015:653; Şen, 2008: 60). For example, employee's organizational commitment will also rise when the wage paid to employees increase and the responsibility and the authority field of employee extended (Kardaş, 2016: 76). As a matter of fact, according to Güçlü (2006) a positive relationship was found between the promotion system and organizational commitment if we look at the studies made about the relationship between the promotion system and organizational commitment (Buchko et. al., 1998; Iverson and Deery, 1997; Iverson and Buttigieg, 1999; Karatepe and Halıcı, 1998). Also, the existence of career planning practices within the organization and the planning of employees' careers within the scope of these practices are also evaluated within the framework of organizational awards. Within this framework, the existence of an effective and fair career planning can have an impact on organizational commitment. (Uranbey, 2018: 57-58).

#### **1.1.3.3. External Factors**

Factors that are developing outside the organization are factors that affect organizational commitment such as internal factors. Although employees have tendency to stay in their organizations due to organizational factors, sometimes external situations can affect the decisions of staying or leaving the organization for employees.

Factors such as professionalism, new job alternatives, the state of the sector, the economic and social situation of the country and the unemployment rate are known as important external factors. The most important factor that affects organizational commitment amongst the external factors is the high number of new job alternatives. It has been determined that employees who find new job opportunities do not prefer to stay in their organizations and there is a negative relationship between this factor and organizational commitment (Parsehyan,2014:91). In other words, employees may turn to organizations that provide better conditions and their organizational commitment may be in a low level in case there are new job alternatives (Şahin,2015: 14).

Professional employees display the behaviour of integrating with their profession in terms of professionalism factor. They display continuous improvement by participating in training activities and specialize in the jobs they do (Şahin, 2015:14). Also, in case the values of the field that employees specialized in fits with organizational values, they are expected to display both professional and organizational

commitment (Parsehyan, 2014: 91). In other words, employee who tries to improve his/her level of professionalism in his/her job may have tendency to stay in the organization that he/can experience self-fulfilment.

#### **1.1.4. Organizational Commitment Levels**

Organizational commitment levels are categorized as low, intermediate and high. These commitment levels may vary according to the demographic, organizational and non-organizational factors mentioned above according in terms of employees. However, the primary goal for organizations is to keep the commitment of employees to the organization at the highest level. Thus, organizations can benefit from the positive outcomes arising from high organizational commitment and can continue their existence.

Organizational commitment, which is both an independent variable and a dependent variable in the literature, has an effect on work-related behaviours such as labour turnover rate, intention to cease of employment, late arrival to the work and absenteeism. It is affected by variables such as demographic factors, role conflict and organizational structure as a dependent variable (Palavar, 2010: 36).

If the level of organizational commitment according to its levels is low at the organizational level, negative situations such as high employee turnover, slacking, low loyalty and absenteeism may occur. In case of commitment level is high, feelings of loyalty, trust and sense belonging will occur. The commitment of the employees is high and the duration of stay in the organization increases in case of an intermediate level of commitment (Şekerli, 2017: 86).

##### **1.1.4.1. Low Level Organizational Commitment**

A low level of organizational commitment is an undesirable level for organizations. Employees who show low commitment within the organization are a cost for the organization.

It is a commitment level that the individuals don't reach a clear level of awareness about the purposes and goals of the organization, and their organizational commitment is weak (Şahin, 2015: 15). The issue in low organizational commitment is the misfit

between the employee's goals and expectations and the organizational culture and the goals of the organization.

Reasons such as employee expectations, relations between employees, organization structure may cause low organizational commitment in the organization (Palavar, 2010: 37). Employees at this level are being seen as “emotionless employees”. From an organizational point of view, these employees have the tendency to switch to another organization at the first opportunity, as there is no psychological sense of belonging among employees who have this level of commitment; these employees also keep their individual efforts in the background and they are ineligible in group work. The behaviour of these employees is generally in the form of complaints, objections and rumours. These negative behaviours mean revenue and trust losses for the organization (Koç, 2009: 206).

From the point of view of the employees, this may be advantageous for employees who show low organizational commitment, as they can look for new job opportunities and achieve a happier mental health. On the other hand, as it will be difficult for employees with low commitment to be promoted by their managers, employee can't benefit from other positive situations (bonuses, isolation, insults, overtime, harassment etc.) in the same way (Ari, 2014: 29). As a result, behaviours that damage the organization such as high employee turnover, absenteeism, low work quality, disloyalty, malversation, defaming or disgracing the organization can be displayed in the organization (Ari, 2014: 28; Kardaş, 2016: 83).

Despite these negative results, low organizational commitment also has positive outcomes for the organization and the employee. For example, the low organizational commitment of the employee is in favour of them in terms of finding a new job and improving their mental health. In organizational terms, if such employees walk-out, new employees will be given the opportunity to bring their new knowledge and skills to the organization. Thus, because of these new employees, the attitudes of the current employees can also be positively affected (Palavar, 2010: 37).

Consequently, as a result of low organizational commitment, organizations may have to bear with the costs arising from high labour turnover. Also, the fact that employees with low organizational commitment to affect other employees negatively,

and their inability to do group work may cause the organization to lose income and also decrease in the service quality.

#### **1.1.4.2. Intermediate (Moderate) Level Organizational Commitment**

Intermediate level commitment is also being named as moderate organizational commitment. It is a level between low level commitment and high-level commitment and organizational loyalty of employees is limited.

Employees who work for organizations that employees don't experience a complete identification with their organizations will try to protect their values while trying to meet the expectations of the organization. They have the tendency to accept the values of the organization partially and deny the norms and values that are nonessential for them (Altun, 2013:26; Arı, 2014: 29; Bayram, 2005:136).

From an organizational point of view, the situation that the employees to not be able to make an extra effort or self-sacrifice in their work in case they don't experience a complete identification with the organization is one of the negative outcomes of this situation (Arı, 2014: 29). As a result of this not being able to identify with the organization, negative situations such as conflict, misfit, and disloyalty may arise within the organization (Altun, 2013: 26). Also, promotion periods may be prolonged as the organizational efforts of the employees are deemed insufficient.

#### **1.1.4.3. High Level Organizational Commitment**

It is the level of commitment that organizations try to achieve the most. The contributions of employees with high organizational commitment to the organization can also be higher in the same level.

From the perspective of the employee, there may be a career advancement and increase of salary for the employees who show high organizational commitment. The organization implements the reward system by obeying the employee, and gives the message that the more the loyal the employees act towards their organization, the organization will be loyal to them in the same level. (Randall, 1987; Perçin and Özkul, 2009). Employees make more effort to achieve organizational goals and have the tendency to continue their membership in the organization at this point (Arı, 2013: 30).

On the other hand, high organizational commitment can sometimes limit the self-improvement or creativity of the employee. While the employee whose movements are limited may also be stressed and tense; negativities such as forced adaptation to the organization can lead to problems of not using human resources effectively (Bayram, 2005: 136).

One of the negative outcomes of high organizational commitment is that it negatively affects the personal development process of the employees and it is to be restrictive in evaluating alternative job opportunities. There is a possibility that the employee who shows high organizational commitment may resist innovations in order to stick to the organizational norms. However, employees to throw their family life out of focus because of the extra work in the organization and effort that needed to be displayed in order to achieve goals required by high commitment, may cause conflicts in family life and tension in their relationships (Ari, 2013: 30).

The conclusion that can be drawn here is that levels of organizational commitment are closely related to behavioural, affective and outcome variables such as employee absenteeism, leaving the organization, job satisfaction, stress, ambiguity of roles, efficiency, autonomy and responsibility (Bilgen, 2014: 67). It can be said that high organizational commitment is a subject that requires more sensitivity in increasing the commitment of the employees in terms of its important positive outcomes for both employees and organizations.

### **1.1.5. Outcomes of Organizational Commitment**

The importance of organizational commitment is a phenomenon that can be understood when organizations are able to offer quality products and services and minimize costs, increase labour productivity in competitive environment. With successfully keeping qualified, knowledgeable and experienced employees in the organization, it is possible to prevent negative situations that bring extra costs to organizations such as absenteeism, employee turnover rate and intention of cease of employment. In studies about organizational commitment, organizational commitment was generally associated with variables such as late arrival to work, absenteeism, labour turnover rate, performance, job satisfaction, intention to cease of employment,

organizational citizenship, organizational cynicism within this context (Arı, 2014:108; Doğaç, 2017:118; Kaplan, 2010:111; Köybaşı, 2016: 37; Öneği, 2014: 77).

Variables such as attendance at work, coming to work late, absenteeism, and intention to cease of employment are the most correlated variables in terms of the outcomes of organizational commitment. It has been determined that employees with high organizational commitment will be less intended to have intention of cease of employment and those who display low level of commitment have higher absenteeism (Porter et. al., 1974; Somers, 1995). Mathieu and Zajac (1990) stated in another study that there is a relationship between organizational commitment and 48 variables however, only concepts of marital status, wage, ability, task commitment, leader communication and participatory leadership were tested directly related to organizational commitment (Şahin, 2017: 80). While some of the studies related to this have mentioned a positive relationship between organizational commitment and performance (De Cottis and Summer, 1987), some studies have defended that this is not valid for all types of commitment (Wiener and Vardi, 1980, cited by Erdem, 2007: 50).

It is seen in studies examining the sub-dimensions of organizational commitment that there is a negative relationship between affective commitment and intention to cease of employment (Bulşu, 2017). The intention to cease of employment may be weak in organizations with high organizational commitment, and the employee turnover rate or intention to cease of employment may be high in organizations with low commitment (Acar, 2019: 30-31). The employee's intention to cease of employment also reflects employee turnover rate. Gellatly (1995) found in his study that normative commitment is related with the frequency of absenteeism of the employee. Similarly, it is seen that employees with strong organizational commitment, especially affective and normative commitment, give better outcomes of job performance compared to those with weak organizational commitment. Employees with high continuance commitment tend to show high performance in order not to lose their jobs because they think that job opportunities are insufficient (Acar, 2019: 30).

Another outcome of organizational commitment is that it develops effective communication skills with customers. According to the results of a study conducted with non-executive employees, the high level of organizational commitment of the employees also increases the level of communication skills with customers. Therefore, a

positive relationship was observed between organizational commitment and effective communication with the customer (Arslan, 2017: 64).

As a result, it can be said that there is a negative relationship between variables such as late arrival, absenteeism, cease of employment, intention to cease of employment, labour turnover, stress, organizational cynicism and three dimensions of organizational commitment, there is a positive relationship between the variables such as job satisfaction, organizational performance, productivity, organizational citizenship, organizational identification. For this reason, it is necessary for organizations to increase the success and competitiveness of the organization by implementing some innovative managerial strategies and practices in order to increase the organizational commitment of employees.

#### **1.1.6. Studies on Organizational Commitment**

Many studies have been conducted on organizational commitment in different fields and with different samples in the literature. Studies on organizational commitment generally correlated with variables such as organization identification, organizational citizenship, organizational justice, organizational culture, job satisfaction, intention to cease of employment, motivation, organizational burnout, work-life balance, personal-organization fit, leadership styles, ethical perceptions have been associated with. These studies are given below:

The first study on organizational commitment was conducted by Whyte (1986). In this study, the individual who is dependent to the organization is defined before the concept of organizational commitment; possible benefits and harms of the individual to the organization are emphasized. The concept of organizational commitment had been researched by other researchers as of 1970s. At that time, topics such as organizational commitment - job performance - absenteeism - employee turnover rate - organizational citizenship behaviour - empowerment and motivation are amongst the issues discussed together with organizational commitment in the literature (Erol, 2013: 3-4). In addition, Koç (2012) examined the relationship between job satisfaction, emotional exhaustion and organizational commitment of temporary village guards (GKK) in his doctoral thesis. It was found in the results of the research that the levels of the variables differ according to demographic characteristics (age, number of spouses and children, levels

of monthly income and duty term). Also, it was determined that the emotional burnout levels of the temporary village guards were negatively affected by their job satisfaction, continuance commitment and affective commitment levels, and the normative commitment levels did not have any effect on their emotional burnout. Other studies conducted with different samples and their findings are given below:

In Özyer (2010)'s doctoral thesis with company employees, the moderatory effects of organizational commitment between ethical climate and intention to cease of employment were analysed. It was seen as a result of this research that organizational commitment plays a moderatory role in the relationship between these two variables. Likewise, organizational commitment variable played a moderatory role in the relationship between the sub-dimensions of ethical climate and job satisfaction.

Taşova (2019) analysed the relationship between personal and professional values of generations X and Y and their motivation in his doctoral thesis. Significant relationships were found between personal values, motivation and organizational commitment according to the results of the research. There is also a significant relationship between the self-improvement dimension and affective and normative commitment.

It has been seen in Sezal (2019)'s doctoral thesis on textile sector employees that organizational culture affects organizational commitment positively and organizational burnout negatively. Also, organizational commitment has a negative effect on organizational burnout.

The effect of dark leadership on organizational commitment and organizational silence was researched in the doctoral thesis of Ballı (2014). The study was conducted at a chain hotel across Turkey on 604 employees. It was revealed according to the results of the study that dark leadership has a moderately negative relationship on the organizational commitment of the employees. Therefore, it can be said that if the phenomenon of dark leadership is noticed by both leaders and organization members and managed accordingly, it can be an opportunity to eliminate the negativities or inefficiencies within the organization.

Another one of the studies on organizational commitment is intended to determine the direction of the relationship between the organizational commitment of employees and their effective communication skills with customers. Employees with high



organizational commitment develop more effective communication skills with customers according to the results of this research (Lalopa, 1997: 12). A positive significant relationship was found between organizational commitment and customer satisfaction according to the results of a study conducted in establishments in another sector (Bowen and Schneider, 1999: 36).

In the study that discusses the relationship between organizational commitment and career management, Atay (2006: 139) conducted a study on 150 workers in the marble sector. In this study, the effects of career management on organizational commitment were researched, and it was identified that employees in organizations that make career planning display more organizational commitment than those that don't make career planning, and they want to spend the rest of their career in their current organizations.

It can be said that especially employees with high career commitment will be more diligent and eager towards organizations that they see a future for themselves and they may experience a more intense job satisfaction and this will bring a high organizational commitment.

It was observed in an article study on 304 white-collar employees working in a public institution that work-life balance affects organizational commitment positively and the satisfaction of employees are also increase due to the increase in organizational commitment (Korkmaz and Erdoğan, 2014: 541).

Altay (2018), in his doctorate study, had been researched the effect of organizational commitment on job satisfaction and intention to cease of employment by applying the survey method with 506 private security employees working in Ankara and Istanbul. Accordingly, it was identified that organizational commitment affected job satisfaction positively and affected the intention to cease of employment negatively. It was observed in this study that organizational commitment also partially plays the role of mediation in the relationship between work-life quality, job satisfaction and intention to quit. It is also possible to see the positive relationship found between organizational commitment and job satisfaction in this study also in studies conducted in different fields (Bateman and Strasser, 1984: 107-109; Kim et. al., 2005:191; Namasivayam and Zhao, 2007: 1212; Wong et. al., 2001: 330; Zeynel, 2014:171).

According to the study conducted on 352 employees working in the United Arab Emirates, opportunities such as promotion, congruous co-worker friendship, job security have affected affective commitment and continuance commitment positively. On the other hand, wage increase and promotion affected the normative commitment positively. Other opportunities did not affect normative commitment (Yousef, 2016: 7).

In a study conducted with 210 employees working in the textile industry in Bangladesh, the mediation role of organizational commitment in the relationship between job satisfaction and organizational citizenship was tried to be determined. It was determined according to the results of the study that organizational commitment has a significant role of mediation in the relationship between two variables (Haque et. al., 2019: 236).

Similarly, in the research conducted by Bozkurt and Yurt (2013: 121) in order to determine the relationship between the demographic characteristics of academic staff, such as age, gender, education and working time, and organizational commitment, it was observed that academicians showed a commitment to their organizations. Also, it was determined that the dimension of this commitment is mostly at the level of affective commitment, and the lowest level of commitment is continuance commitment, which also includes cost-oriented commitment.

It has been seen in the bibliometric studies of Yeksan and Gümüş (2019: 232) on the post graduate theses written on organizational commitment that among 300 master's theses, 48 of them (15.9%) correlated with job satisfaction variable, 34 of them (11.3%) correlated with the dimensions of organizational commitment. It can be said within this context that job satisfaction is the variable that has the most impact on organizational commitment. It shows that employees who display commitment to their organizations enjoy their work, and that they do their jobs voluntarily rather than necessarily.

It was found in another study that examines the relationship between organizational commitment, job satisfaction and intention of cease of employment that there is a positive relationship between organizational commitment and job satisfaction and there is a negative relationship between the intention to cease of employment and other variables (Kim et. al., 2005: 171). In other words, the higher level the commitment of the employees is, the lower their intention to cease of employment will be.

While a significant relationship had been found between organizational commitment and demographic variables (age, marital status, seniority) and affective and normative dimensions but no relationship can be found between these variables and continuance commitment in Durna (2005: 210)'s study named "Organizational Commitment in the Axis of Three Commitment".

Some studies on organizational commitment on accommodation establishments which constitute the sample of this study are given below:

Tekeler (2019) examined the relationship between organizational commitment and organizational culture for employees working in accommodation establishments in his post graduate study. As a result of the research, a positive and significant relationship between the affective commitment and normative commitment, which are dimensions of organizational commitment, and organizational culture sub-dimensions was found. A positive and significant relationship between the continuance commitment dimension and power culture and role culture, which are sub-dimensions of organizational culture, was found.

Dhar (2015: 422) researched the moderating role of organizational commitment in the relationship between education level of employees and service quality in his article on hotel staff in India. It has been found according to the results of the research that there is a strong relationship between the employees' education level and organizational commitment, and that organizational commitment affects the service quality positively.

Kuruüzüm et. al. (2009) researched the structural relationship between employees' organizational commitment and engagement to the job and job satisfaction in their studies on employees of four- and five-star hotels in Antalya region. It was observed according to the results of the study that engagement to the job, affective commitment and normative commitment affect job satisfaction positively, and also being engaged to the job had a positive effect on affective and normative commitment.

In a post graduate thesis on organizational commitment, organizational commitment and ethical perceptions of employees who work in hotel establishments were evaluated within the framework of the relationship of person organization fit. A significant and positive relationship was found between three variables according to the research results. Also, it has been seen that the level of affective commitment is more advanced than the normative and continuance commitment (Ceylanlar, 2017).

Relationships between organizational commitment, job satisfaction and cease of employment were researched in a postgraduate study on hotel employees. A positive relationship emerged between job satisfaction and normative and affective commitment dimensions according to the findings of the study (Homayouni, 2014: 56-57).

In the study that measures the moderating effects of organizational commitment on the relationship between work-family balance and job satisfaction, the views of 93 employees working in hotel establishments in India were included. Both direct and moderating relationships of the three sub-dimensions of organizational commitment were researched in the study, and it was identified that there is a stronger relationship between affective commitment and job satisfaction compared to continuance and normative commitment (Namasivayam and Zhao, 2007: 1212). As can be understood from these similar studies, job satisfaction is mostly correlated with affective commitment, which is one of the dimensions of organizational commitment.

The relationship between organizational commitment and career management is being researched in Kılıç (2008)'s post graduate study made with 1084 employees who work in five-star hotels across Turkey. It was seen from the results of this study that there is a strong positive relationship between career management and organizational commitment.

It was determined in the doctoral thesis study conducted in four- and five-star hotels that women's job-based career barriers do not affect normative and continuance commitment, it only affects the affective commitment. Another result of the study is that general job-based career barriers affect organizational commitment (Güzel, 2009: 163).

It was found according to a study conducted on 419 part-time and full-time employees in hotels in New Zealand that there is a significant positive relationship between organizational communication and organizational commitment (Brien et. al., 2015: 373).

It was concluded as a result of the research conducted with 276 employees working in accommodation establishments that the organizational commitment and organizational trust of the employees will increase in case that the executive justice features are being supported (Akgündüz and Güzel, 2014: 13). Meydan (2010: 197-198) stated in his doctoral study, which is a similar study, that perception of organizational

justice directly affects organizational commitment. This finding indicated that with organizational commitment of the individuals whose perception of justice increase will also increase, and on the contrary, the organizational commitment of employees who were exposed to unfair attitudes and behaviours will significantly weakened. The perception that outcomes such as rewards, authority and responsibility are being allocated fairly by the leaders has a positive effect on the organizational commitment of individuals.

As a result, organizational commitment has been correlated with many different variables in the literature and the degree of influence between it and the three commonly used dimensions has been tried to be measured. These variables are mostly the variables such as job satisfaction, cease of employment, intention to cease of employment, organizational performance, organizational culture, organizational justice, career management, work-family balance and leadership styles. It is can be seen in these studies that organizational commitment plays both independent and dependent roles, and also mediation role from time to time.

#### **1.1.7. Accommodation Establishments and the Importance of Human Resources**

The tourism sector is a rapidly developing and changing sector in the world. With the increase in personal income and free time, advances in transportation, technology and communication, the abolition of international borders and the convenience of free movement, people have tendency to see more distant places.

The tourism sector, which is growing by taking advantage of the opportunities brought by globalization and technology, operates in a large area that includes accommodation establishments, food and beverage businesses, transportation, entertainment and even health and education services (Özdemir ve Akpınar, 2002:86). Accommodation establishments are the establishments that meet the temporary accommodation, food and drink, partly entertainment and some other social needs of tourists (Olalı and Korzay, 1993:14). In other words, accommodation establishments are the facilities that meet the overnight needs of tourists in different places (Akat, 2000: 81). In another definition, they are establishments that are amongst the first-degree tourism establishments, that provide the production of touristic goods and services, and

whose assets are formed and shaped by the tourism fact (Toker, 2006:1). As a result, tourists to have different expectations from travel, to have different tastes, to have different income levels and to be from age groups differentiate accommodation establishments. These are classifications such as: hotel, motel, resorts, hostels, apart hotels, campings, hostel, auberge, health, sports and hunting facilities (Özdemir and Akpınar, 2002: 86). Hotels constitute the most important group among accommodation establishments (Kozak and Kozak, 2010:49).

When general features of accommodation establishments are examined, the importance of human factor in those establishments would be understood better. General features of these establishments are (Aras, 1993: 5):

1. Since the service and product produced in the accommodation establishments do not have the feature of stocking for a long time, the service must be sold to the customer as soon as its offered,
2. The human factor is very important in accommodation establishments due to the nature of the produced service,
3. Accommodation services require close cooperation among the stuff,
4. Accommodation facilities provide service twenty-four hours a day and seven days a week,
5. Accommodation management has a dynamic character, as it is a sector that constantly changes and has a high dependence on pleasure and fashion,
6. Prediction in the tourism industry is difficult as demand depends on economical and political conditions which are difficult to predict with certainty. Therefore, the risk factor is very high in accommodation management.

These features show that human resources are a very important and indispensable factor in accommodation establishments, which have a labour-intensive structure and require personal service due to the limited use of automation (Düz, 2012: 50). The quality of the service that is provided to the customer and the continuity of the production factors required for the production of goods and services in the organization is also possible with qualified human resources. (Düz, 2012: 50; Tütüncü, 2002: 11). Because of this reason, the commitment of the employees to the organization is necessary in order to carry out a quality service and to ensure customer satisfaction and

loyalty in accommodation establishments. Also, the training that will be provided to the employees and the efforts of the employees are important for the organization to achieve its goals (Özdemir and Akpınar, 2002: 86). The costs of the working employees have an important share in total costs within this context. It is known that the percentage of this share exceeds 30% in total costs (Ağaoğlu, 1992: 19).

It is assumed within the scope of this thesis that it is important to increase the organizational commitment of employees in terms of the key role human resources play in customer satisfaction, customer loyalty, service quality and organizational performance. Increase in the quality of the service provided to customers, customer satisfaction and loyalty and high job performance can be ensured by increasing organizational commitments of employees. It is predicted in providing these positive outcomes that person organization fit has a positive effect on organizational commitment, and that ethical leaders in the organization have a moderatory role in strengthening the relationship between these two variables. Because of this reason, these three variables are considered to be important in accommodation establishments and the importance of organizational commitment, ethical leadership and person organization fit in accommodation establishments are mentioned in the following titles.

#### **1.1.8. Organizational Commitment in Accommodation Establishments and Its Importance**

Employees are one of the most important factors for organizations to survive and increase their competitive power. The positive attitude of employees towards job and workplace environment is also important along with them to reflect their knowledge and experience to the organization. Employees' positive attitudes turn into behaviour and they feel a strong bond towards their organizations. Through this strong bond, organizations get stronger and gain an advantageous position in terms of workforce. Because of this reason, the subject of organizational commitment of the employees is an indispensable subject for organizations.

Accommodation establishments are being defined as commercial establishments that appeal to the accommodation, eating and drinking and psychological needs of people as a result of their movement that made by changing their place of residence as a result of different motives, attitudes and behaviours. Hotel establishments in the

accommodation sector are tiring establishments with intense working tempo, complex operating structures, labour-intensive production, seasonality, continuity of activities, quality of employees, intense guest-employee relations. (Birdir and Tepeci, 2003: 93; Cengiz, 2008: 3). Because these characteristics of the accommodation sector is different from the industrial sector, it is imperative for accommodation establishments to take measures such as increasing their market share and profit, determining a customer-oriented management approach, increasing the quality of service and trying to reduce the turnover rate of employees. These measures not only increase the cost of accommodation establishments with high turnover rate of employees, but also result in the decrease in service quality. Because of this situation, the subject of organizational commitment of employees who work in accommodation establishments is a subject that is keeps up-to-date in the literature in terms of work efficiency and continuity of service quality. The presence of employees with high organizational commitment can lead to a continuous increase in the quality of service provided to customers and therefore cause an increase in customer loyalty and trust (Güçlü, 2009: 4- 5). The increase in service quality depends on the availability of qualified human resources in the establishments. This need makes itself more evident in accommodation establishments where automation is limited and manpower is more important.

The employees who are important in accommodation establishments, have to work in high stressful work environment, with low wage and job morale and a busy customer environment that can cause work-family conflicts (Navasivayam and Zhao, 2007: 1213; Subramaniam et. al. 2002: 303-304). The organizational commitment of the employee is important in terms of both the performance of the organization and the job satisfaction of the employee in such negative situations. Employees with high job satisfaction work more eagerly and don't look for other jobs. The quality of the service provided by employees with high organizational commitment may also result in customer satisfaction (Şahin, 2007: 99).

In accommodation establishments that high employee turnover ratio causes serious costs, the restructuring of lot of processes such as re-employment, training are also incremental cost and loss of time and labour. Because of that, increasing the organizational commitment of the employees in order to ensure the productivity and job satisfaction of the employees and to avoid the specified costs are in favour of



accommodation establishments (Yalçın and İplik, 2004:401). Employees who have high organizational commitment don't think about leaving their organizations, and the organizations want to work with these employees who have a high level of satisfaction more (Silva, 2006: 324). Because of this reason, determining the factors that increase organizational commitment is a very important step for accommodation establishments.

Maxwell and Steele (2003: 367) in their research on 62 hotel managers stated that the wage expectations of employees to be met by their organizations, feeling good in the organization, being involved in social relations and organizational trust are important factors that increase organizational commitment. While hotel managers who think that their wages meet their expectations show higher organizational commitment than managers who are dissatisfied in this regard, it also proves that managers who are involved in social relations and have positive feelings towards their organization have higher organizational commitment.

When employees are evaluated in terms of employee performance, in cases that organizational commitment is high, employees will be willing to direct their energy and loyalty to their organizations thus, their performance will increase. Because of this reason, the priority of the managers in accommodation establishments is being thought as changing organizational commitment of employees from continuance commitment to affective commitment (Cengiz, 2008: 126).

Negative behaviours such as being late for work and absenteeism may be unlikely in case that employees of accommodation establishments love and adopt their job and have high job satisfaction. Thus, employees with high organizational commitment should be motivated in accordance with the goals of the organization, and their job satisfaction and organizational commitment should be considered important. Thus, organizational success can be achieved (Gürsel, 2017: 23; Şahin, 2007: 101).

In case that both participation in the organization and productivity is high for the employees who have high organizational commitment, employees may display innovative behaviours by themselves. These employees also contribute to the improvement of adoptability of employees to organization (Angle and Perry, 1981: 3).

As a result of the aforementioned structure of the accommodation sector and technological innovations, academic studies on organizational commitment in accommodation establishments, which constantly feel the pressure of competition, still

keep up to date. Accordingly, it is important to show the studies on organizational commitment in accommodation establishments in order to determine the direction of acceleration of the subject and to create a collective perspective. Postgraduate theses are included in Table 4 and Table 5 show national and international studies:

**Table 4:** Postgraduate Theses on Accommodation Establishments with Variables Correlated with Organizational Commitment

Researcher	Doctoral Thesis	Researcher	Post Graduate Thesis
Güzel (2009)	Career Barriers of Woman Employees	Doğaç (2017)	Organizational Cynicism
Arslan (2017)	Personality Characteristics of Employees	Yüksel (2018)	Perception of Organizational Trust
Kılıç (2008)	Career Management	Ceseroglu (2010)	Psychological Contract
Varışlı (2019)	Intention of Cease of Employment	Bulşu (2017)	Managing Diversity
Sevgin (2019)	Transformist and Transactional Leadership Behaviour	Gürcü (2014)	Personnel Empowerment
Yıldız (2017)	Alienation to the Job and Features of the Job	Sezgin (2010)	In-service-training
Naktiyok (2015)	Transformist Leadership and Organizational Support	Erol (2013)	Employee Empowerment
Erdoğan (2015)	Perception of Psychological Contract Violation and Organizational Cynicism	Bayrakçı (2015)	Professional Value of Employees
Ballı (2014)	Dark Leadership	Arı (2014)	Organizational Citizenship Behaviour and Intention of Cease of Employment
Seçgin (2014)	Focus of Control	Günay ve Demiralay (2016)	Burnout Syndrome
Diker (2014)	Perceived Leadership Styles	Palavar (2010)	Employee Training
Kaplan (2010)	Ethical Climate and Organizational Support Perceptions	Öneği (2014)	Job Satisfaction and Working Performance
Ertan (2008)	Job Motivation and Working Performance	Sarıboğa (2017)	Nepotism
Şahin Perçin (2007)	Personnel Empowerment	Acar (2019)	Emotional Labour
Güçlü (2006)	Situational Factors in the Tourism Sector	Kardaş (2016)	Job Satisfaction

**Table 5:** National and International Studies Accommodation Establishments with Variables Correlated with Organizational Commitment

<b>National Studies</b>	<b>Researcher</b>	<b>Studied Variables</b>
	Çolakoğlu et. al. (2009)	Perception Levels of Employees Dimensions of Organizational Commitment According to their Demographic Characteristics
	Dedeoğlu et. al. (2016)	Ethical Leadership and Job Satisfaction
	Çelik et. al. (2016)	Ethical Leadership and Job Satisfaction
	Avcı and KüçükUsta (2009)	Organizational Learning, Tendency to Cease of Employment
	Bolat and Bolat (2008)	Organizational Citizenship Relationship
	Yazıcıoğlu and Topaloğlu (2009)	Organizational Justice
<b>International Studies</b>	<b>Researcher</b>	<b>Studied Variables</b>
	Brien et. al. (2015)	Turnover Intention
	Namasivayam and Zhao (2007)	Work – Family Conflict and Job Satisfaction
	Marnburg and Larsen (2008), Charles and Schwepker (2001)	Job Satisfaction and Perceived Performance, Ethical Climate, Job Turnover Intension
	Dhar (2015)	Service Quality and Training of Employees.
	Zopiatis et. al. (2014)	Job Involvement, Satisfaction and Turnover.
	Kuruüzüm et. al. (2009)	Job involvement and job satisfaction
	Hyung (2000)	Organizational Justice Leader-Member Exchange and Job Satisfaction and Turnover Intentions
	Salazar (2000)	Employee Empowerment, Job Satisfaction
	Jung and Yoon (2016)	Job Engagement
	Wu and Chen (2018)	Shared Leadership, Creativity
	Øgaard et. al., 2008, Wasti, A. (2005)	Job Satisfaction and Perceived Performance, Commitment Profiles: Combinations of Organizational Commitment Forms and Job Outcomes

As can be seen in Table 4 and Table 5, many different variables being used in order to determine relation between them and organizational in postgraduate theses on organizational commitment and national and international studies in the literature. It is discernible that dependent variables such as job satisfaction, intention to cease of employment, organizational citizenship, organizational identification, organizational justice, organizational learning being worked on as well as independent variables such as ethical leadership, leader, member interaction, and demographic characteristics of employees.

## **1.2. LEADERSHIP AND ETHICAL LEADERSHIP**

Management, leadership and related concepts, basic leadership theories, modern leadership approaches, ethical leadership, ethical dimension of leadership and postmodern leadership approaches with ethical dimensions, the importance of ethical leadership for organizations and accommodation establishments and studies on ethical leadership are being discussed in this chapter.

### **1.2.1. Leadership, Ethical Leadership and Related Concepts**

The concept of leadership is a concept that has existed throughout human history. It has been a subject of science since the early 1920s and had been tried to be explained with very different definitions. (Aksoy, 2012:5). However, there is no consensus on a common view for this behavioural science that only little of the aspects of it is known, and the differences between leader and non-leader executive hadn't fully revealed. Also, the leadership has been seen more as a behaviour rather than action and a psychologic phenomenon rather than a moral phenomenon and professional and ethical dimensions of it is being pushed to the background (Demirtaş, 2013: 73). Ethical dimension along with ethical leadership and related concepts in accordance with the purpose of this study will be discussed in detail.

### **1.2.2. Manager, Leader, Leadership and Related Concepts**

Managers are important in executing of administrative functions of organizations such as planning, organizing, control. Leaders are needed in order to get the groups

together for a common purpose and also influencing and directing them. Because of the importance of organizations to reach their purposes and to unite under a common purpose, a clear definition was tried to be brought to leadership.

The most accepted definition among 300 definitions on leadership is made by Stodgill (1974). Leadership is being defined as, *“Influencing the members of an organized group with non-oppressive methods and coordinating operations of members of group in order to achieve the common goals of the group”* (Sanı et. al., 2013: 64). Therefore, leadership is about to what extent groups are influenced. Adaptation of common goals may also show that organizations can reach their goals easier and in a shorter time.

As for Adair (2009:24)’s description leadership is “the art of influencing a group in society in order to fit them to a stream of action; it is the art of controlling them, to manage and guide and choosing the best among them. Human management constitutes the biggest part of leadership.” Morçin (2012:7) is describing leadership as creating a team with a high degree of commitment that can often speak with one voice in the organization. According to Davis (1981), leadership is the ability to persuade people and the effort to achieve the goals of the organization (Çelik et. al., 2015: 54).

Leadership is changing the agenda in order to reveal new perspectives, to listen the audience carefully, to make encouraging speeches and to increase the power of words by using body language well. Leadership in the terms of make them get into the act is get the employees together in line with certain goals and the sum of these information (Morçin, 2012: 7).

Leaders are important people in terms of their power and ability to influence employees in the organization and increase their motivation and performance. (Çelik 2015:54). Based on different definitions of leadership, leaders have characteristics such as influencing people, guiding people to the desired goal with their ability to persuade, providing morale and motivation, satisfying the demands of group members, creating a common goal and starting this process. (Çelik, 2011: 6; Uğurlu and Üstüner, 2011:435). Leader is a person who is patient, determined who acts with the consciousness ‘us’, and visionary. He/she is a motivator for employees, shares all positive and negative events with the employees, trusts the employees, also improves people around him/her while improving himself/herself while, and personalizes the

organization and organizational tasks (Cüceloğlu, 1998: 221-223; Morçin, 2012: 6). Therefore, leaders are individuals who aim to make group members reach the goals of the organization and personalize the organization and organizational tasks with their behaviour. Because of that, leadership is influential both in the success and failure of an organization (Lok and Crawford, 2003: 324). It is possible to say according to these definitions that the concept of leader is known before the concept of leadership, and it is also possible to say that it is possible to become a leader provided that the leadership process is completed. Because the one that constitutes the basis of the leadership process is the leader. It is not possible to say that a leader always carries leadership characteristics. Because of this reason, the concepts of leader and leadership are different from each other. In other words, while a leader is described as a person who has some responsibilities due to his position, leadership describes the qualities that this person should have. (Morçin, 2012: 7). People in the organization can be called leaders provided that they show leadership characteristics. Having effective leaders who can effectively persuade and direct the employees of the organization is also important in terms of the performance and outputs of the organization.

It is possible to say in the light of these definitions of leader that manager and leader are different concepts. Namely, leaders are expected to increase employees' willingness to do their job by motivating them and gaining the trust and respect of the employees is expected from them. The leader must be able to convince the employee that he/she has a strong character with an attitude that cares and listens the employee. Leaders differ from managers in this respect. Because managers perform administrative functions such as planning, organizing, executing, coordination and control, and they also make the employees do the works by persuading them. Leaders, on the other hand, are role models and make employees do their job more willingly by encouraging and motivating them. While leaders use their ability to manage employees, managers prefer to use their power of authority (Bilgen, 2014:12). Therefore, what is important in leadership in question here is not the manageability of authority, but the ability to manage.

As another difference, managers can affect the employees by applying sanctions to the employees with the power given by their position which is arising from the authority given to them. The leader, on the other hand, born from the social interaction

process and affects the employees by using their social influence skills (Akbaba and Erenler, 2008:23). On the other hand, while managers aim to get steady results by making more practical and rational decisions in managerial issues, leaders mainly prefer to motivate employees, to be a source of inspiration, and to create a flexible and creative perspective. W. Bennis makes the distinction between leader and manager with a clear statement with the following sentence: “Managers “do things right”; leaders “do “right things” (Çırpan, 1999: 2).

Despite all that, although there is an emphasis being made on the differences between leadership and management; management is often limited to a definition without shine, but leadership is being defined as mysterious and flashy. However, it is a fact that in a constantly changing environment, managerial qualifications are required for the leader to achieve permanent success and to sustain leadership. These requirements will be felt especially when it comes to institutionalization and the growth of the organization as one-to-one communication will become necessary. The leader can balance his subjective and relational behaviours, and improve his/her operative and executive aspects as well as his transformational and changing aspects with his/her rational manager side. For example, the leader may be confine himself/herself to only leadership qualities in reaching the group members, but when the organization needs to increase its performance, he/she may have to bring the executive identity to the forefront. It can be said because this reason that the concept of leader or manager alone is not enough, the concept of "leader manager" is on the agenda (Sargut, 2015:1- 2). The opinion that is defended by Blake and Mouton emphasizes the importance of the concept of "leader manager". According to this view, for organizations to maintain their competitive capacity, to ensure the commitment of employees to the organization, to take measures against changing internal and external factors is only possible with the presence of administrative leaders (Çırpan, 1999:1).

### **1.2.3. Leadership Theories**

The adoption of a new organization and management approach based on order, system and efficiency together with the effect of macro factors such as globalization, increase in competition and micro factors such as change in organization and

management approaches increased the need for a leader rather than a manager (Çıraklı et. al., 2014: 54; Gün and Aslan, 2018: 218).

As definitions of leadership made by many native and foreign researchers, the common denominator in these definitions is the process of uniting, influencing, mobilizing the group members and combining their knowledge and skills with a common goal (Gün and Aslan, 2018: 218). Therefore, leadership is not combined in a single definition, but emerges as a concept that its content and meaning are constantly changing. Different interpretations and perspectives were brought made about it every term and an answer were tried to be found for the question of “how to be a good leader” with the concept of leadership (Özkan, 2016: 616). The characteristics of the leader, the behaviour of the leader and the environment and conditions are among the topics that are intensely addressed in leadership theories in the process of finding answers to these different interpretations and questions. Theories and approaches related to leadership have been subjected to a certain classification within this context. This classification is as follows:

- The era of characteristic and quality theories (before 1940)
- The era of behaviour theories (between 1940–1960)
- The era of contingency theories (1960-1980)
- New leadership approaches and theories (from 1980's until present) (Yeşil, 2016:160).

The main classifications made about leadership are included in this section.

#### **1.2.3.1. Theory of Characteristics**

This approach is the first theory that defines and clarifies the leader. Theory of characteristics focuses on the physical, social and personal characteristics of the leader, and defines ‘*personal characteristics*’ as the point of origin for distinguishing leaders in both understanding the leader and the leadership process. These characteristics include physical, personal and social characteristics and abilities. The leader's height, weight and physical appearance are deemed in terms of physical characteristics, the ability to control his/her emotions and environment, the ability to act independently, to maintain the inner balance, faith in him/her and being reached to moral maturity are deemed in



terms of personal characteristics. Communication, persuasion, influence, entrepreneurship and debate skills are considered as social characteristics (Yıldırım, 2010: 13). For this purpose, psychological tests were developed between 1920-1950 and the focus was the characteristics of the leader (Aksoy, 2012: 12). As can be seen, with the characteristics approach, the leader and leadership processes were tried to be understood and explained.

Apart from these features, the leader differs from other employees with characteristics such as energy, understanding and ability to get along with people, desire to lead, honesty, being success-oriented, being dominant and persistent, being able to manage stress, being ready to take responsibility, and presenting the goals clearly (Demirtaş, 2013: 73-74).

Although the characteristics theory is a theory that defines and clarifies the leader, it has been criticized for discussing the leadership process only through the leader variable, because of that reason it has not achieved much success. It has been observed a result of the studies that sometimes effective leaders don't have the same characteristics and sometimes they are not adopted as leaders among group members even they sometimes have leadership characteristics. Therefore, it is necessary to look at other variables in order to understand the leadership process clearly (Bakan and Büyükbeşe, 2010: 74).

#### **1.2.3.2. Behavioural Theories**

Behavioural theory is another one of the leadership theories and it focuses on the behaviour of the leader rather than the characteristics. According to this theory, what distinguishes a leader from others is not his/her personal characteristics, but his/her behaviour during the leadership process. These behaviours support the efforts of group members and prioritize their personal characteristics. (Aksoy, 2012:12). The factors that determine the effectiveness of the leader in the studies on this theory are the way the leader communicates with the employees, whether they give authority or not, and their behaviour at the planning and control phases (Akbaba and Erenler, 2008:24). Therefore, the behaviour of the leader while leading is being taken as basis.

Studies on behavioural approaches are generally on leadership behaviours, leadership styles as a pattern of behaviours and their effects on groups. The most well-known studies in the literature on explaining the behavioural approach are the studies made in “Ohio State and Michigan Universities” (Aksoy, 2012: 13). The following studies have been included in the literature apart from these two studies. These are:

- Ohio State University Leadership Model
- Michigan University Leadership Research
- Blake and Mouton’s Managerial Grid Model
- Likert’s Quadrable Approach Model
- Tannenbaum and Schmidt’s Leadership Line Model
- Bale’s Harvard University Researches
- Gary Yukl’s Leadership Behaviours Models are emphasized (Yıldırım, 2010: 14). These approaches are below:

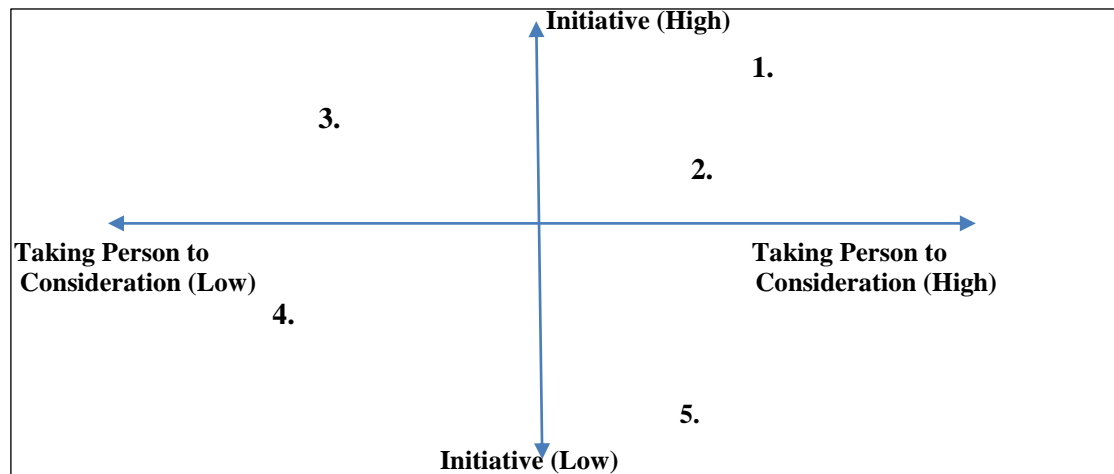
#### **1.2.3.2.1. Ohio State University Leadership Model**

Ohio State University Leadership studies are one of the studies that have greatly contributed to the development of behavioural leadership theory. The studies started in 1945 and how the leader is being defined tried to be determined (Aykanat, 2010: 14). As a result of the researches, it was concluded that there were nearly 1800 leadership behaviour styles, and this number was limited to 150 as the analyses were made. When the studies were completed, the “Leadership Behaviour Description Questionnaire LBDQ” emerged (Kıralı, 2013:27). As a result of these researches, classification has been made in two main axes to define leadership behaviour. These are: “*building the structure and showing understanding*” (Yeşil,2016:162). *The factor of building the structure* is the behaviour of the leader in the form of checking whether the works are done completely, allocating the duties to the employees, making plans for the future, creating goals and motivating employees about their work (Demirtaş, 2013: 75-76). This dimension is being defined as defining the structure that will ensure the organization to achieve its goals for the leader and revealing the roles of both themselves and the employees within this structure (Akbaba and Erenler, 2008:24). *The factor of understanding*, which is another dimension, includes positive activities such as

good communication between the employees and leader, gaining trust and respect from their subordinates and giving importance to their feelings in the behaviour of the leader (Aykanat, 2010: 16). Therefore, the leader must both establish the structure in the organization and communicate effectively with the employees while establishing the structure.

Accordingly, a theoretical example about the behaviours of five different leaders is given in Figure 5. According to this example, Leader 1 displays a behaviour that puts emphasis on to both the work and to the group is trying to achieve and the group members because they are an individual, while the Leader 4 displays a behaviour that doesn't care about the requests and needs of the group members and does not concentrate on the work that the group works on (Koçel, 2015: 679-680). In organizations, the effectiveness of communication with the employees who become successful in their works is as important as being successful and it will ensure that the employees will work more devotedly and wholeheartedly in that organization. Because of this reason, behaviour of Leader 1 can be considered as a type of leader behaviour that desired in organizations.

**Figure 5:** Leadership Behaviours According to the Study of Ohio State University



**Source:** (Koçel, 2015: 680).

Whether the leader shows an authoritarian leadership or not depends on the attitudes of the employees. If employees want an authoritarian leader, the leader will display behaviours to start such structure. The leader will display an authoritarian behaviour if the communication of employees with the leader is weak. The stronger the communication is, the leader will start such structure and approach the employees with

care and understanding. This will result in a situation that increases job performance (Demirtaş, 2013: 75-76). Because of this reason, the attitude and behaviour of the leader is important for organizations to increase their success and performance.

Based on these explanations, one of the two findings that constitute the basis of Ohio State's studies is that as the behaviour of leaders that consideration of employees increases, the employee turnover rate and absenteeism may decrease, and the other is that as the leader's behaviour towards taking the initiative increases, the performance of the group members in the organization will be affected positively (Koçel, 2015: 680).

#### **1.2.3.2.2. Michigan University Leadership Research**

In studies conducted at Michigan University simultaneously with the Ohio State University studies, the leader's behaviours were discussed in two ways such as work-oriented behaviours and personal behaviours. In these studies, which are generally used in applied research (Akbaba ve Erenler, 2008: 24), it is aimed to determine the factors such as satisfactions of group members and factors that ensures group productivity with criteria such as productivity, job satisfaction, employee turnover rate, absenteeism, complaints, cost and motivation (Koçel, 2015: 680). To determine the dimensions that explain and classify leadership behaviours, and to determine the job satisfaction of group members and factors that would increase group productivity constitutes also the aims of these studies. It is seen that the results of the research are similar to the Ohio State University studies, and the leadership behaviours are tried to be determined as task and production centred leadership and employee centred leadership. The purpose in the task and production centred leadership is to reach a high level of production and focus on the work methods of the employees (Küçüközkan, 2015: 91).

The purpose of employee-centred leadership is to display behaviours that support the self-improvement of employees and put effort to display behaviours to improve working conditions that will increase the job satisfaction of group members. Therefore, it has been concluded that employee-centred (person oriented) leadership behaviours are more effective in the formation of more effective organizations. (Koçel, 2015: 681). In other words, it has been determined that the leaders of the groups that achieve high efficiency display employee-centred leadership behaviours, while group leaders with low efficiency perform task and production-oriented leadership styles. (Eren, 2004). It

can be said from this point of view that leaders to be in behaviours such as taking the wishes and expectations of the employees into account, and an to have an attitude and understanding that supports their self-improvement will increase their performance.

However, these theories have received criticisms for simplifying the concepts, making generalizations, not paying much attention to the validity of the methodology and what it provides to the audience (Koçel, 2015:681).

#### **1.2.3.2.3. Blake and Mouton's Managerial Grid Model**

Leadership research conducted at the University of Michigan has been turned into a “management style matrix” by Blake and Mouton, leaders' behaviours are being explained in two ways and five leadership styles are being defined. One of these forms of behaviour styles is “being human oriented” and the other is being “production oriented” (Küçüközkan, 2015: 92). Also, these two dimensions were tried to be explained by dividing them into 9 sections that show the levels related to these factors. 5 styles of leadership behaviours were determined based on this matrix. These behaviour patterns are discussed in detail below:

- 1.1 Style (Passive Leadership): The leader is neither job nor human oriented. He/she is no different from a member.
- 1.9 Style (Country Club Management): The leader is not interested in the goals to be achieved, but interested in the followers. The prevailing opinion is that good relations between people will increase production.
- 5.5 Style (Middle-of-the-Road Management): This style of leaders are bound by traditions, habits and rules. In case of a dispute, it is settled by negotiation.
- 9.1 Style (Produce-or-Perish Management): The leader defines, plans, directs and supervises the tasks of the members in detail and gives importance to the task and work requirements.
- 9.9 Style (Team Management): Leaders provide the opportunity to make organizational happiness real by creating an atmosphere of mutual trust, respect and solidarity with the members.

#### 1.2.3.2.4. Likert's Quadrable Approach Model (Management Systems Approach)

Likert et. al. classified the organization management systems and the leadership approaches developed accordingly under four groups (from System 1 to System 4) based on the results of their intensive experimental studies on organizations. This classification is determined as exploitative authoritative, benevolent authoritative, consultative management style, participative management (Bakan and Bulut, 2004: 157). The behavioural characteristics of these 4 types of leaders are summarized in Table 6:

**Table 6:** Rensis Likert's 4 Systems Model

<b>Leadership Change</b>	<b>System 1 Exploitative Autocratic</b>	<b>System 2 Benevolent Autocratic</b>	<b>System 3 Participative</b>	<b>System 4 Democratic</b>
<b>Confidence and Trust in Subordinates</b>	None	Master-Slave Relationship	Not complete. Subordinates can make insignificant decisions	Full decision authority divided in the organization
<b>Subordinates Feeling of Freedom</b>	Superior have supervision	Some authorities collapsed in mid-tier	Subordinates have most of supervision Communication exists	There is vertical and horizontal communication. Main purpose is participating in the decisions.
<b>Superior's Relationship with Subordinates</b>	Intimidation Reward-Punishment is needed for work. Subordinate-Relationship Communication is less.	Some decisions are given at low tiers. Punishment-Reward Used Together in Motivation	Subordinate-Superior Relations reward have priority in motivation, punishment being used on occasion	Subordinate-Superior Relations are extensive and friendly

Source: (Dikmen, 2012: 52).

As can be seen in Table 6, System 1 and System 4 models express two complete opposite style leaders. In the System-1 model, the autocratic nature of the leader is dominant. All supervision is examined by this authoritarian structure. Subordinates are never trusted and they are tried to be managed with intimidation and punishment methods. Therefore, it is not possible to expect high performance and organizational commitment from employees with such a management approach.

In the System-4 model, unlike the leader defined in System-1, there is a management style that prioritizes relationships and the necessary environment for

obtaining high efficiency already exists. These two models correspond to the University of Michigan's "Task-Oriented" and "Individual-Oriented" distinction. The System-2 and System-3 distinction is also similar to Mc Gregor's "X" and "Y" Theory. The 4 models defined by Likert are briefly mentioned below:

**System 1- Exploitative (Abusive) Authoritative:** There is distrust between subordinates and superiors, communication works one-way and it is from top to bottom. There are practices such as threats, fear and punishment against subordinates (Hodgetts, 1997:321). There is a strict leadership approach in which subordinates do not have a say in management decisions and these decisions are mostly taken and implemented by senior management (Bakan and Bulut, 2004: 157).

**System 2- Benevolent Authoritative:** In this leadership approach, communication is from top to bottom and sometimes from bottom to top, but only the information and news that the superiors want to hear are being sent. Participation of subordinates in management decisions even if partially occurs, however, senior management still dominates in determining important organizational goals and making decisions. Subordinates work in a climate of fear and feel the obligation to act cautiously (Bakan and Bulut, 2004: 158). Some supervision activities in the management can also be partially transferred to middle and lower-level employees (Eren, 2001:42).

**System 3 – Consultative Management Style or Leadership Approach:** There is considerable trust in subordinates. Even though the decision-making is under the control of the senior management, subordinates can also participate in certain decisions. (Türkmenoğlu and Bulduklu, 2013:6). While communication is two-way, subordinates are more motivated by rewards (Şimşek, 2005:194).

**System 4 – Participative (Participative Group) Management:** An atmosphere of complete trust has been established within the organization. (Yağmurlu, 2004:42). The characteristics of this leadership approach are leader to motivate his/her subordinates, the reward system, the participation of all members of the organization in the whole functioning of the organization, and the communication to be made in a safe environment. Communication works horizontally as well as vertically (Bakan and Bulut, 2004: 158).

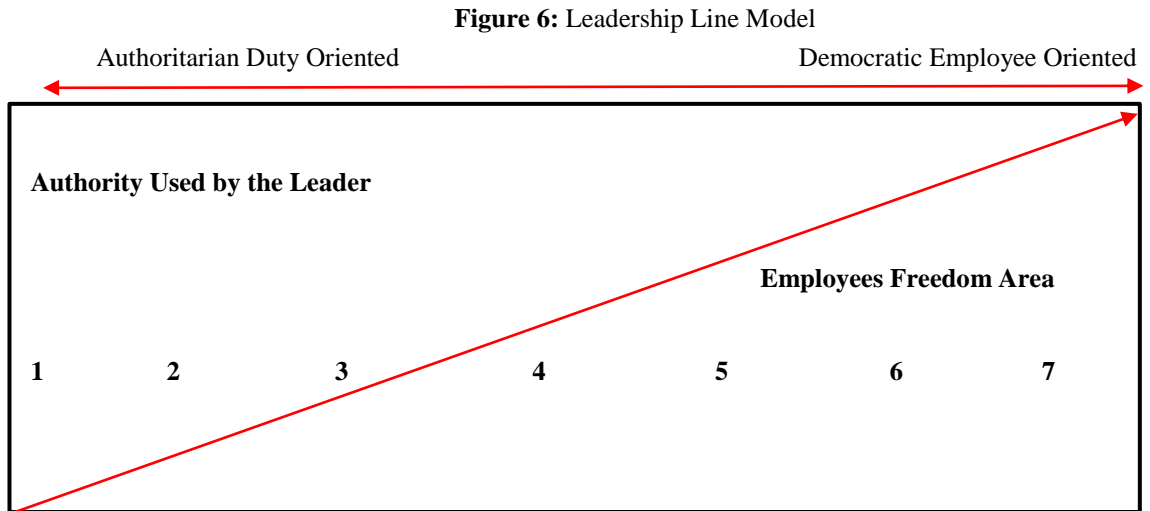
Consequently, results of the researches conducted by Likert et al. in organizations emphasized that the productivity of employees working under System-3 and 4-type

management was high, while those working under System-1 and System-2 management had low productivity. It is seen that System-1 and System-2 adopt a task-oriented, authoritative and formal management, while oppositely System-3 and System-4 reflect a management approach that cares about the group work and relationships based on mutual trust (Türkmenoğlu and Bulduklu, 2013:7).

n the light of this information, it can be said that a management approach that adopts System-3 and System-4, especially in organizations that are in the labour-intensive service sector, can raise the spirit of teamwork and contribute to trust to be on the forefront in the relations between employees.

#### 1.2.3.2.5. Tannenbaum and Schmidt's Leadership Line Theory

Tannebaum and Schmidt explained the characteristics of the leader on the straight line with two ends in their research at the University of Michigan. It is discernible that while the authoritarianism of the leader is being explained at one end of the line, the behaviour of the employees is prioritised at the other end. As can be seen in Figure 6, it can be said that the whole of this line explains the behaviour of the leader, the amount of authority and the amount of authority given to the employees, and their participation in the decisions (Çolak, 2018: 20-21).



**Source:** (Uysal, 2017:3).

There are two situations and 7 scale according to this line. (Uysal, 2017: 3). These are:

1. The leader takes the decisions and informs his/her subordinates in case one.



2. Leader convinces subordinates in case two.
3. Leader relays his/her ideas to the subordinates and evaluate their reaction in case three.
4. Leader cares about opinions of the subordinates about the decisions to be taken in case four.
5. Leader starts a debate about the problem and the decision in case five.
6. Leader defines the problem and the subject and waits for the decision of the group in case six.
7. Leader states the subject and leaves the decision to subordinates in case seven:

Uysal (2017: 2- 3) imitated this line in his study on this theory of leadership and reinterpreted the theory. According to this interpretation, he determined one end of the line as teamwork and the other as participative management. It is defended that leaders need to motivate the employees for teamwork and adopt a democratic leadership style in order to display a participative management. It is thought that leaders who can implement these two cases can be effective leaders.

The new perspective brought to the leadership line is shown in Figure 7:

**Figure 7: The New Perspective Brought to the Leadership Line**

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Teamwork                                      Active Leader                                      Participative Management

**Source:** (Uysal, 2017: 2).

#### **1.2.3.2.6. Bale's Harvard University Researches**

Robert Bale, who is a Harvard university researcher, focused on two types of leadership, namely business-oriented leader and social leader in his researches. The difference between these studies and other studies is that these two characteristics are not sought in a single leader, but two different people from the group members. According to this approach, two types of leaders are determined: "Business-Oriented Leader" and "Social Leader". While the business-oriented leader is at the forefront with his ideas and thoughts; the social leader is a sensitive and conciliable person who

supports ideas and stands out with easy communication with group members (Işık, 2014: 30; Kutanis, 2012:128).

In addition to determining these two types of leaders, people with leadership characteristics were observed in the organizational groups and 3 dimensions for leadership behaviour was suggested. These are the level of activity, ability to accomplish the task, and the degree to be liked by members. According to Bale, a leader is the person who can present the best ideas and stands out among her/his subordinates with his sympathy (Arslan, 2017: 17). Based on this, it is seen that Robert Bale features the communication factor in his works. In this study, he developed 12 category system with verbal and non-verbal behavioural patterns in order to improve communication within the organization and solving problems thus all communication activities are placed in one of these 12 categories. (Işık, 2014:30-31). These categories are shown in Table 7:: **Interaction Style Analysis**

<b>A</b> <b>Positive</b> <b>Socio – Emotional</b>	1. Showing Solidarity (Praising Others, Helping, Flattering) 2.Shows Tension Release (Joking, Laughing, Showing Satisfaction) 3.Agrees (Passive Agreeing, Understanding, See Fit)
<b>B</b> <b>Problem Solving</b> <b>Efforts</b>	1. Gives Suggestions (Giving Directions, Suggesting Solutions, Pointing Out What and How to Do) 2. Gives Opinion (Evaluating, Analysing, Explaining Requests) 3. Gives Orientation (Giving Information, Repeating, Explanation, Verification)
<b>C</b> <b>Addressing a Problem</b>	1.Asks for orientation (Requesting Information Renewal and Verification) 2. Asks for Opinion, (Request Evaluation, Analysis and Disclosure of Requests) 3. Asks for Suggestion (Asking to be Directed, Asking for Suggestions on What and How to Do It)
<b>D</b> <b>Negative</b> <b>Socio – Emotional</b>	1.Disagree (Passive Rejection, Denying to Help) 2. Showing Tension (Not Asking for Help, Withdrawal) 3.Showing Hostility/Antagonism (Discrediting Others, Self Defense, Making Claims)

Source: (Işık, 2014:31).

#### **1.2.3.2.7. Gary Yukl's Leadership Behaviours Models**

In the Gary Yukl theory, leader behaviours have been transformed into an introverted structure. In this model, the leader's behaviours, situation variables, moderating variables, and the relationships between employees' job satisfaction and productivity were discussed, and two models were developed in this direction: *Separation model* and *Multiple-Binding model*.

In the Separation model, the less difference there is between the behaviours expected by the leader and the behaviours performed, the higher the job satisfaction of the employees can be (Sökmen, 2010: 130). In the multi-binding model, the relationship between the behaviour of the leader and the success and satisfaction of the organization is examined. The variables that are mentioned as intermediate variables are motivating the employees, job and role adaptation, and the skills of the employees that significantly affect the satisfaction level of the organization (Çolak, 2018: 25). In his theory, Gary Yukl added a new dimension to the leadership dimension of work and people oriented by adding decision-centralization (participation). (Bolat et al., 2009: 182).

As a result, the main focus of behavioural leadership theories is that the behaviours reflected by leaders who practice two different behaviours and the process of affecting their subordinates were examined (Yeşil, 2016: 163). In other words, what behavioural theories defend is that in some cases the sense of leadership can be task-oriented and some other cases it can be relationship-based leadership rather than a single type of leadership. The focus of these behavioural leadership theories researches is on what powers and abilities a leader should have (Önen and Kanayran, 2015: 49). Therefore, it is seen that there is not a single type of leadership in behavioural approach, and leaders can display attitudes and behaviours both work and employees oriented.

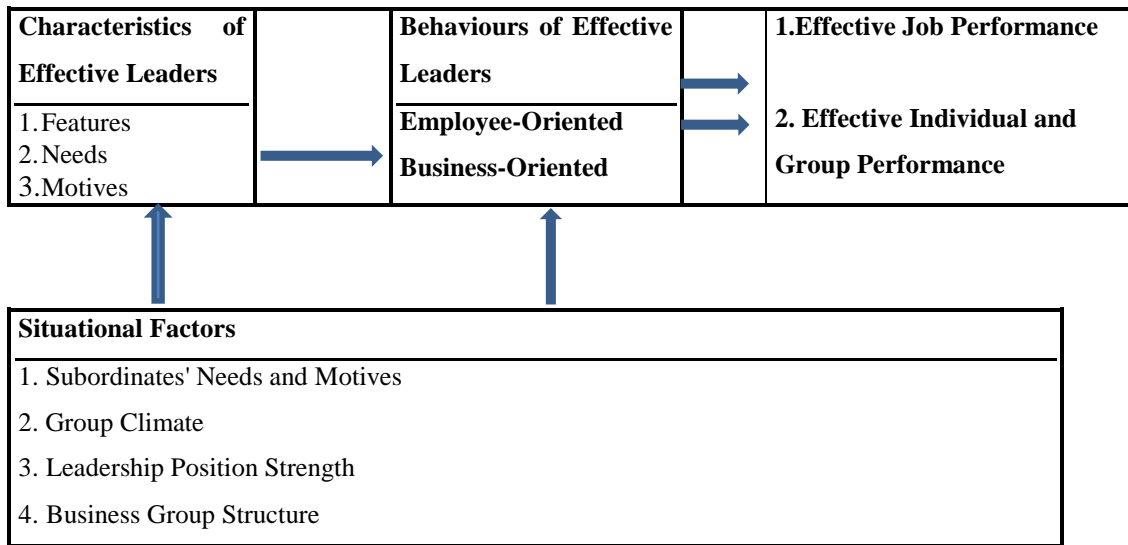
The general point of view of behavioural leadership theorists who conducted these studies is that leadership type that acts human-oriented can be more effective in organizations. Behavioural theory is found to be more successful than characteristics theory because qualities such as intelligence, fit, and emotional balance can be seen in leader behaviours. On the other hand, due to the fact that the conditions are ignored in the environment in determining the effectiveness of the leader left its place to the contingency approach (Dikmen, 2012: 42).

### **1.2.3.3. Contingency Approaches**

The prevailing opinion is that there is no universally accepted leadership style in this leadership approach. A leader's strength and effectiveness occur when appropriate behaviour is shown. For example; it is argued that participative leadership will work out in an organization that has a high level of organizational commitment and employees with a high-level education that knows the responsibility of their jobs; while autocratic leadership will work in an organization in a reverse situation (Öztürk, 2016: 3089). In other words, this approach focuses on what kind of decisions leaders make in which situations, how they manage the crisis, and what their decisions and solutions provide something to organization or not (Çıkgel, 2015: 8).

Internal and external conditions affect the leader's behaviours as much as the management style in the organization. A leadership style that achieves success under certain conditions may not be as successful in the same organization when conditions change (Özalp et al., 1992: 174). Here, what makes the contingency approach valuable is that it defends each organization to have a unique structure. Because of this reason, the situational approach focuses on the culture and atmosphere of the organization rather than the characteristics of the leader. According to this, if the conditions inside or outside the organization allow people to accomplish the tasks they have to do, this any person can become a leader (Güler, 2007: 36). In other words, in the contingency approach, it is not enough for the leader to have the power to lead the group only with his/her personal and behavioural characteristics; dominant opinion is that apart from these, he/she can lead effectively as much as the degree of adaptation to internal and external factors (Dikmen, 2012: 59-60). These factors in terms of organization are organizational structure, organization's size, hierarchical order and rules, organizational climate, openness, participation, communication, power, status, role characteristics, knowledge, experience, and responsibility (Güler, 2007: 35). Figure 8 shows the behaviours of the leader and elements that effective leadership should have.

**Figure 8:** Contingency Approach in Effective Leadership



**Source:** (Özalp et. al., 2016: 175).

As seen in Figure 8, situational factors such as the characteristics of the leaders, whether it is the job or the employee oriented, group climate, the power of the leader according to his/her position and needs and expectations of his subordinates are effective for creating an effective leadership style in an organization. Some models developed based on this approach are mentioned below:

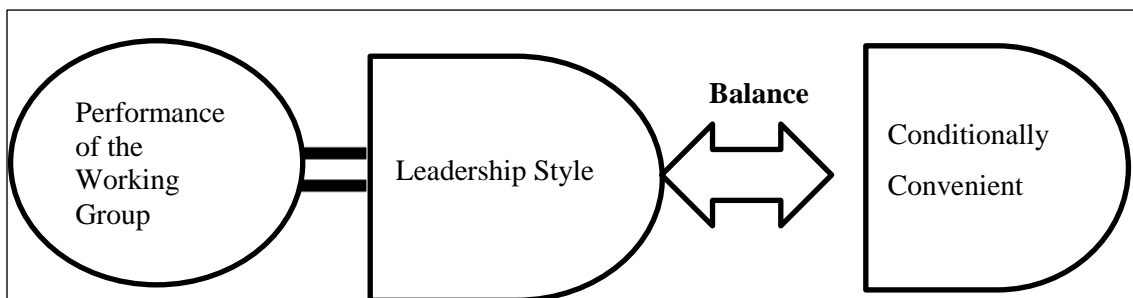
#### **1.2.3.3.1. Fiedler's Contingency (Conditional Leadership) Theory**

According to this model developed by Fred Edward Fiedler (1958), it is difficult to talk about a single leadership style as the best leadership style. It is defended that the performance of the group changes according to the leadership style and the level of control authority the leader receives from the group. In this approach, the leader's relations with his/her followers, the leader's position (power) and the structure of the task are the factors that determine what kind of leadership style will work in that organization. The leadership style shaped by these elements can be applied in that organization. In this approach, the least preferred colleague scale (LPC) was developed to answer the question of whether the leader is work-oriented or employee-oriented. The leader who gives a low score to the statements in the scale and looks for mistakes is job-oriented, the leader who responds less negatively and positive leader who does not look for mistakes against in followers is employee-oriented (Öztürk, 2016: 3089-3090).

Findings obtained as a result of Fiedler (1958)'s studies suggest that there is no effective leadership style in all situations. The dominant idea is that organizational success can be achieved if the leader's behaviours and situational factors act in harmony with each other. Fiedler (1958) defended that a task-oriented leadership style can be effective in situations where leader-member interaction is high and the qualification of the job is evident, and in conditions where situational factors are moderate, it may be effective to display a leadership behaviour towards the relationship. Finally, he emphasizes that a task-oriented leadership style will increase the leader's effectiveness in cases that both conditions are low. (Dikmen, 2012: 68). In other words, it is emphasized the necessity of dealing with various dimensions of leadership instead of a few dimensions in leadership. These dimensions are the requests of the subordinates, the philosophy of the leaders, giving importance to the employees as much as to the work that is being done, ensuring the participation in the work and a supportive supervision. The outcome here is the impossibility of determining the best leadership style (Özalp, 1986: 29). Different leadership dimensions can be effective in organizations depending on situational factors and the nature of the job, rather than a single leadership type.

In Figure 9, the performance of the working group in Fiedler (1958)'s contingency theory shows the effectiveness of the leader: Fiedler (1958)'s model based on the idea that group performance is a function of leadership style and environment characteristics (Güler, 2007: 37).

**Figure 9:** Fiedler'in Durumsal Liderlik Teorisi



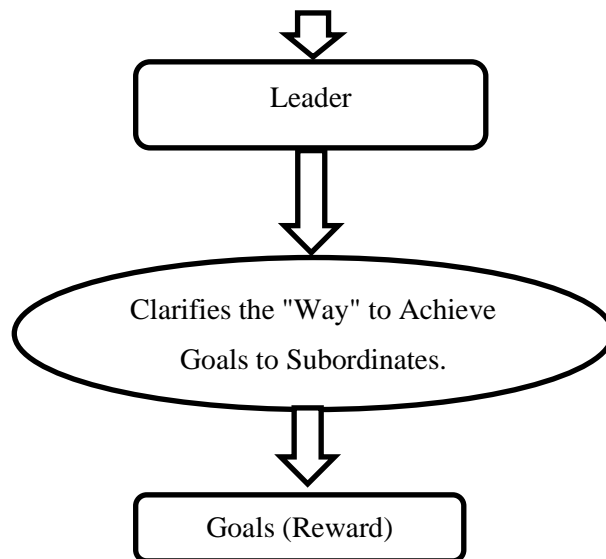
**Source:** (Özalp et. al.,1999: 182).

As can be seen in Figure 9, the performance of the working group emerges with the balance between the leadership style developed by the person and the convenience of the conditions.

#### 1.2.3.3.2. Path- Goal Theory of Leadership

The theory accepted to be developed by Robert House and Martin Evans in the early 1970s based on Vroom's expectancy theory on motivation (Sökmen and Soylu, 2009: 384). This theory interprets the understanding of activating the structure mentioned in the Ohio University studies and the leader's perceptions within the scope of the path - goal as instruments and expectations (Öztürk, 2016: 3090). According to Evans, managers have the tools to influence the behaviour of their subordinates (audiences). These tools are: power of rewarding and opportunities to influence subordinates to reach these rewards (Koçel, 2015: 692). According to this theory, if followers in the organization see the behaviours of the leader as a source of job satisfaction, they can accept that leader. Because this reason, the task of a leader is to provide guidance, counselling, rewarding and support in order his/her followers to ensure experience job satisfaction (Öztürk, 2016: 3090). Therefore, an employee who has been guided, supported and directed about his/her behaviour may have a high level of job satisfaction and commitment to the organization. Figure 9 includes the Path-Goal theory:

**Figure 10:** Path-Goal Theory of Leadership



Source: (Koçel, 2015: 692).

On the other hand, two factors determine a person's behaviour in the goal-path theory (Koçel, 2015: 691): A person's belief that certain behaviours will lead to certain results (expectations) and the value person gives to these results (Valens). In this theory, which purpose is to measure the effects of the behaviours displayed by the leader on the job satisfaction, motivation and performance of the employees (Dikmen, 2012: 73), House and Mitchell stated that the leader displays one of the following four leadership behaviours (Öztürk, 2016: 3090).

These leadership behaviours are:

- Participative Leadership: The opinions and suggestions of the followers are important. Leader puts emphasis on importance to these opinions; encourages followers to take an active role in the decision-making process,
- Supportive Leadership: Leaders care about their followers; develops close dialogues and eager to meet their needs,
- Directive Leadership: Makes necessary explanations for the job; provides coordination, clarifies the rules,
- Achievement Centred Leadership: Leader is result oriented. They display behaviours such as setting goals, increasing success and performance, and measuring.

The suitability of these four leadership behaviours is affected by situational factors such as the personal characteristics of the audience, time and environmental pressure on the audience, and the qualification of the work. In this case, for example, a participative leadership style for an employee who believes that people determine their own future, an authoritarian leadership style for an employee who believes that the future of people will be determined by factors beyond their control can be more satisfactory (Koçel, 2015: 692-693). Therefore, it is necessary to analyse what kind of leader the employees need well in determining the type of leadership. Thus, the types of leaders who will meet the request and expectations of the employees can gain more clarity.



### **1.2.3.3.3. Vroom and Yetton's Decision Tree Approach**

This approach was developed by Victor Vroom and Philip Yetton and later included in the literature by Vroom and Arthur G. Jago. The focus of the decision tree approach is the decision-making process that occurs as a result of leader-member interaction and the analysis of leadership behaviours that occur during this process (Dikmen, 2012: 78-79, Öztürk, 2016: 3091).

It is emphasized in this approach that there is no single leadership behaviour in an organization as in the path-goal theory, leadership styles can change depending on the leader's status in the organization, and the decisions that are taken in the organization give better results with the participation of subordinates in the decision process (Deniz, 2014: 35). A series of decision rules were created for the form of participation. 5 different types of leadership to be applied in 7 different situations are specified as a decision tree (Ergül, 2019: 38). These are expressed as follows:

1. Autocratic 1 (AI) Leaders evaluate the acquired knowledge themselves; they don't give their subordinates the chance to participate in solving problems, they take the decision alone.
2. Autocratic 2 (AII) The leaders only receive information from their subordinates and take the decision themselves.
3. Consultant I (CI) Share all problems in the organization with their subordinates; take their opinions and suggestions, but the final decision remains with them.
4. The Consultant II (CII) meet with subordinates as a group; listen to their opinions and suggestions, keep the final decision-making authority for themselves.
5. Group I (GI) Share problems with subordinates; They seek solutions to problems with consensus.

In these five types of leadership styles, variables such as the qualification of the decision, the acceptance of these decisions by the subordinates, and the time period while making the decision play an important role in determining the most effective leadership style in the decision-making process (Dikmen, 2012: 79).

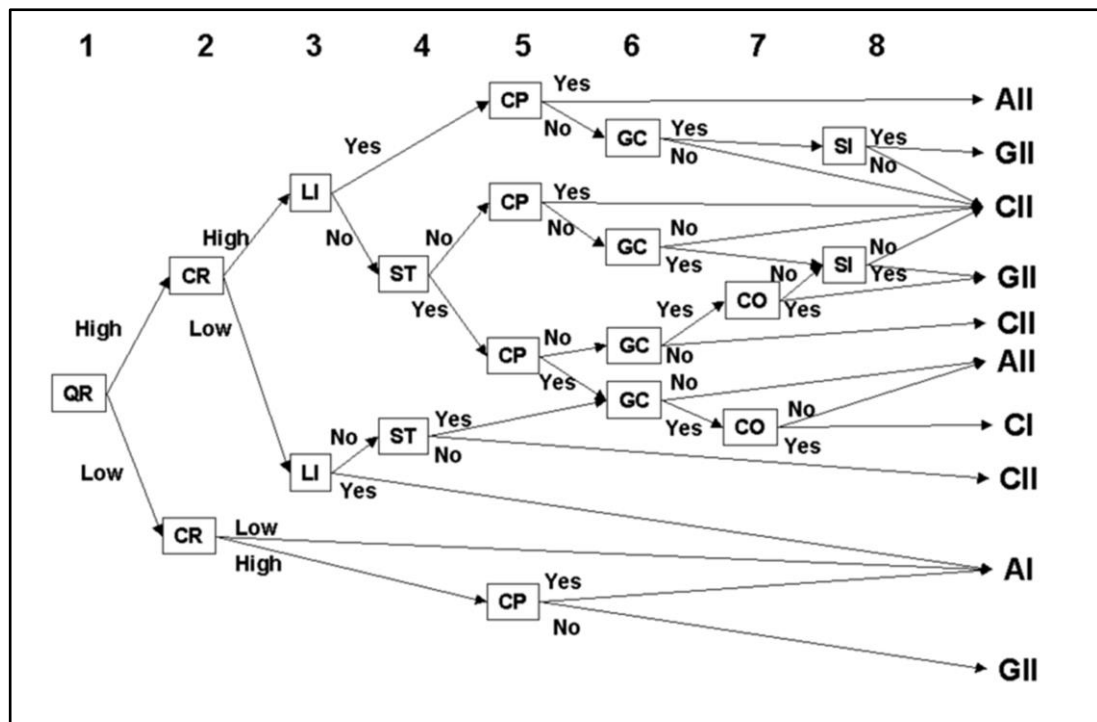
The Vroom - Yetton Model defends that the problems in the organization can be solved by analysing 7 contingency questions. Leader can choose one of the 5 decision

behaviours above by answering "yes" or "no" to these questions. These 7 questions are as follows (Ergül, 2019: 39):

- A. Is there a quality requirement?
- B. Do I have sufficient information to make a high-quality decision?
- C. Is the problem structured?
- D. Is acceptance of the decision by subordinates critical to its implementation?
- E. If I were to make the decision by myself, is it reasonably certain that it would be accepted by my subordinates?
- F. Do subordinates share the organizational goals to be obtained in solving this problem?
- G. Is conflict among subordinates likely in obtaining the preferred solution?

Figure 11 shows the leader's participation model:

**Figure 11: Leader Participation Model**



Source: (Adapted from Ergül, 2019: 39).

As seen in Figure 11, in this model, the leader follows the decision tree from A to G and in the end the leader decides what to do. Solutions to the problems experienced in

the organization are produced with this model. Subordinates are also involved in this process and importance is given to their opinions.

#### **1.2.3.3.4. Hersey and Blanchard's Life Cycle Theory**

Another model developed by utilizing Ohio State University Leadership Research and Blake and Mouton Managerial Grid is the life cycle model developed by Hersey and Blanchard. According to this theory; leaders' behaviour patterns may differ according to the characteristics of the followers such as education and ability level (Doğanbaş, 2017: 30-31). This model is based on two basic assumptions. These are stated below:

- Failure to the finding of a single leadership style in achieving all goals,
- Leadership style that will work differs according to the employees and the task to be done (Çetin, 2008: 78).

Leader either adopts a “commanding” attitude and he/she decides when and how to implement the decisions, or tries to encourage the employees by listening, communicating, cherishing them while displaying his/her behaviour (Çetin, 2008: 78). Therefore, the leader's behaviour is shaped by one of two dimensions: "Goal behaviour" or "Relationship behaviour". In goal behaviour, the leader is responsible for determining the roles of the employees and explaining their job descriptions. In relationship behaviour; The focus is on communication with employees and the leaders shapes their behaviour on motivating the employee (Doğanbaş, 2017: 30-31).

Two concepts of contingency leadership are determining the maturity levels of employees and being a role model with the behaviour of the leader. What is expected from the leader within the organization is to support the maturation of immature employees. Task oriented leadership behaviour is deemed necessary to increase the production of immature employees. However, it is stated that as the level of maturity of the employees increases, the leader should decrease both goal and relationship-oriented behaviours (Çetin, 2008: 78). In other words, as the maturity level of the employees increases, the leaders show high relationship-low duty understanding. When the level of maturity is low, they choose to display low relationship - high duty behaviour (Öztürk,

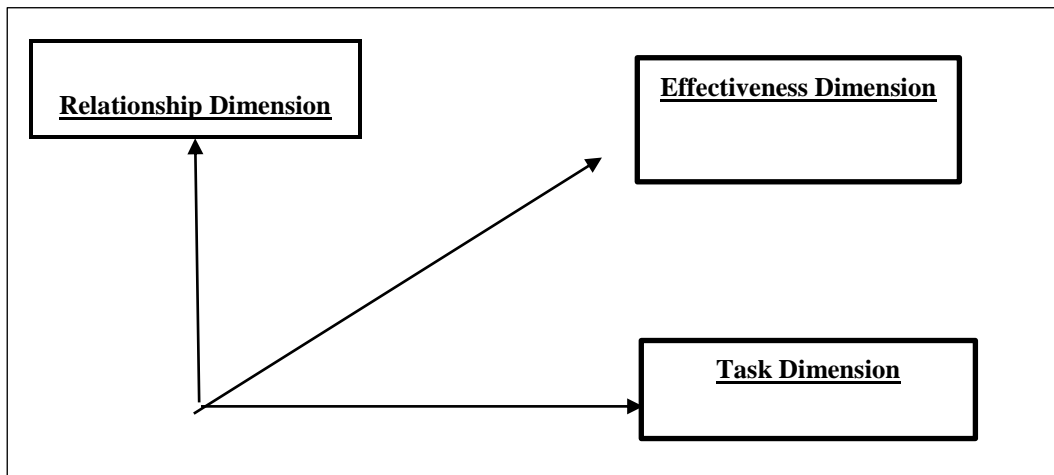
2016: 3092). Therefore, the behaviour of leaders can be shaped by the degree of maturity of the employees.

#### 1.2.3.3.5. Reddin's Three-Dimensional Leadership Theory

In leadership studies at Ohio State University, Reddin ( 1971) stated that leadership varies over these three dimensions by affecting the dimension of task and relationship as well as the dimension of "managerial effectiveness" (Doğanbaş, 2017: 28). Because of this reason, this theory of Reddin is referred to by the 3-D abbreviation, which means three-dimensional theory (Çemberci, 2003: 31). Therefore, this theory re-explains leadership with its effectiveness dimension, which completes the relationship-oriented and task-oriented dimensions of the leader and brings a new perspective.

Figure 12 shows Reddin's three-dimensional leadership concept.

**Figure 12:** Effectiveness Dimension in Leader's Behaviour



Source : (Ömürgönülşen and Sevim, 2005: 93).

Managerial effectiveness of Reddin's was expressed as the degree to which a manager fulfils the requirements of the job (Reddin, 1971: 3). In this efficiency, outputs, not the inputs and not what the manager has done, but what he has achieved are emphasized. For example, it is as important how well a sales manager makes contact to customers as how much they can sell. In this case, it is necessary to have both personal and apparent effectiveness in providing administrative efficiency (Ömürgönülşen and Sevim, 2005: 92). Based on this, it can be said that managerial effectiveness is divided into two as apparent effectiveness and personal effectiveness (Doğanbaş, 2017: 28).

Apparent effectiveness is understood as the degree to which the leader accomplishes the work required by the task. For example, characteristics such as starting work on time, leaving the workplace last, being successful in human relations, being tidy and clean at all times give the impression of effectiveness. Personal effectiveness on the other hand is a subject for managers who work in positions that duties and effectiveness criteria are not clear. Generally, the agenda of business meetings with such people is unclear and they proceed in an uncertain manner without reaching any results. The important point in the dimension of effectiveness is not what the managers do, but to what degree they have achieved the goals (Doğanbaş, 2017: 28).

In summary, Reddin's model emphasizes all of the leader's characteristics, behaviours and situational factors and defends that there is no single leader behaviour suitable for every situation. Therefore, it can be said that this model is a synthesis of three leadership classifications in the literature and can be used in manager training programs (Çemberci, 2003: 33-34).

#### **1.2.3.4. Modern Leadership Approaches**

Leadership theories have been developed and classified as characteristics approach, behavioural approach and contingency approaches. According to the characteristics theory, what distinguishes a leader from others is his/her inherent features (age, height, weight, race, gender, intelligence, knowledge). According to the behavioural approach, it is the behaviour of the leader what makes him/her a leader and the relationship he/she establishes with the people he/she leads. In the contingency approach, it is defended that leadership styles do not have a specific pattern, they are shaped according to the personal characteristics of the leader, goals, audience and the current conditions (Baltacı et al., 2014: 62). Because of this reason, accurate analysis of situational factors and leaders' reactions is important in determining the leader.

In modern leadership theories, the main subject is people and an understanding focused on change and success is being taken as basis, and new leadership styles that have been formed are similar but also very different from each other. (Demirtaş, 2013: 85). These are leadership styles with ethical dimensions such as transformational leadership, transactional leadership, charismatic leadership, servant leadership and visionary leadership. Other modern leadership approaches are disharmonious

leadership, dark leadership, super leadership, educational leadership, paternalistic leadership, transactional leadership, online leadership, quantum leadership, instructional leadership, spiritual leadership, distributive leadership.

In studies researching the modern leadership, the concept of leadership has been handled with different classifications, and even classifications have been made to derive concepts from the concept (Bozkurt and Göral, 2013: 5). For example; characteristics such as being charismatic, having a certain vision and serving the followers in ethical leadership are considered as a separate leadership type as visionary leadership, servant leadership, charismatic leadership. Only moderatory role of ethical leadership and new leadership theories with prominent ethical dimensions and independent variable of the study of the research are included under this topic.

#### **1.2.3.4.1. The Concept of Ethics and Ethical Leadership**

The concept of ethics is a concept that has been frequently studied in recent years. However, due to its complicated nature, the complete definition of the concept remains deficient. The concept of ethics derived from the words “Ethikos” or “Ethos” in Greek has been considered equal with the concept of “morality” in colloquial language; in the dictionary of the Turkish Language Society, it was defined as “traditions science, “moral science” (Özçelik, 2011: 3). In the moral science article of the same dictionary, it is expressed as a science that develops a moral behaviour law that examines problems such as benefit, good and bad, what worths fighting for, what gives life meaning, which behaviour is good and which is bad (Ateş and Oral, 2003: 57). In other words, ethics is a discipline of philosophy that researches values, norms, rules, right-wrong, good and bad in individual and social relations (Esmer, 2011: 23). Once again, ethics are the personal criteria that a person uses to distinguish between right and wrong. Ethics that showing how people should behave, discuss a code of conduct based on duties and responsibilities indicates either discipline and the rules that define the behaviour of a person about what to do and what not to do (Özçelik, 2011: 3). Therefore, there is a need for people with leadership qualities who will teach these ethical codes of conduct and discipline to their employees in organizations and set an example for them.

Due to factors such as the effect of globalization, technological developments, a strong competitive environment, leaders have faced the obligation to demonstrate an

inspiring, guiding and supportive leadership approach that gives importance to ethical values in the changing internal and external environmental conditions. On the other hand, it is seen that ethical values are not kept at the forefront in traditional leadership approaches and modern leadership theories that started in the 1980s and have continued until today (Alkan, 2016: 14-16). Due to this deficiency, as well as the application of ethical principles and ethical scandals in recent years, the importance of ethical behaviour demonstrated by the leader and its role in shaping ethical behaviour have increased. It is important for the top management to adopt these values as well as the effective role of leaders in the formation of ethical values and ethical climate that hold the organization together (Arslantaş and Dursun, 2008: 112). Because of this reason, concepts such as ethics, ethical values, and ethical principles are considered as concepts that are closely related to leadership in the literature.

Ethical leaders who are responsible for the ethical principles and norms that ensure the management of the behaviour of their employees in the organization, needs to be known as leaders who direct the employees, solve ethical problems, and are accepted by every employee. The lack of such leaders felt more especially when faced with ethical problems (Çıraklı et al., 2014: 55). Ethical leaders play the leading role in solving ethical problems, and ethical values are not ignored in solution of these problems.

As stated in the studies on ethical leadership, an official definition of ethical leadership has been tried to be made due to a reliable and valid ethical scale, and the issue of ethical leadership has begun to be examined in detail in studies that are conducted in recent years (Brown and Trevino, 2006: 610). Accordingly, some definitions of ethical leadership in the literature based on the studies are given below:

- Ethical leadership is a leadership style that exhibit ethical behaviours and integrate visionary behaviours and ethical values with fair, character and integrity-oriented leadership skills. According to another definition, it is a type of leadership that implements human resources in an efficient and perfect way to serve organizational goals in the most effective way (Yıldırım, 2010: 40).

- Brown and Trevino (2006: 595-597) and Piccolo et al. (2010: 261) have been defined ethical leadership as displaying normative (morally) appropriate behaviours and encourage the audiences with personal actions and interpersonal relationships, and two-

way communication, empowerment and decision-making. These authors evaluated ethical leadership from a different perspective, with the label “moral manager”, they presented as a leadership style in which ethical leaders have proactive efforts on ethical and unethical behaviours of their audiences.

- Ethical leadership, which is described as the heart of leadership, is a type of leadership that uses moral power to influence the audience and is based on honesty, loyalty and altruism (Fulmer, 2004). Ethical leaders are not content with only words, they put their words into practice and become effective role models in ethical behaviour. On the other hand, they learn ethical leadership from models like audiences. Leaders begin to identify themselves by tracking the behaviour of the ethical role model and the consequences of their behaviours, they internalize the values and attitudes of the model and imitate modelled behaviours (Brown and Trevino, 2006: 597-600).

It has been determined according to researches on ethical leadership that there are some key characteristics. These are: to give importance to the feelings and thoughts of the employees, to give priority to the values and ethical standards of the organization and to support the ethical behaviour of the employees. Also, ethical leaders are motivators for the implementation of behaviours; They are flexible in adhering to ethical principles and values. They provide the employees with a sense of responsibility in compliance with ethical values, and they make radical improvements in the organization in the ethical field (Yıldırım, 2010: 41). According to Brown et. al. (2005) ethical leaders are trustworthy, they listen their employees, they check whether employees abide by ethical principles, they act in line with ethical principles in their private life, they think the benefit of their employees, they are just in the decisions they give and they become role models for employees on how to work ethically (Brown et. al., 2005).

Ethical leaders imitated by employees because they are reliable models and are models that display impressive and appropriate behaviour on their employees. They explain the importance of ethical standards to their subordinates and use the performance management system to ensure that their subordinates take responsibility for their behaviour (Brown and Trevino, 2006: 606). Thus, they ensure that employees do their jobs in a correct and honest way by acting within the framework of ethical values. This situation can also affect the performance of the employees.



As can be understood from these studies, this leadership type has an organizational importance due to its results that are thought to have positive outcomes. Ethical leaders have a positive impact on collective performance in terms of affecting behaviour at the individual level. Therefore, ethical leaders prepare the necessary infrastructure to develop productive group norms and behaviours (Walumbwa et al., 2012: 954). Ethical leaders are the leaders who are expected to behave fairly and impartially towards those who work by using distributive and procedural justice that guides their leadership behaviour (Zhu et al., 2004: 18). The impartiality of ethical leaders can enable employees to have positive feelings towards their organization, in other words, to develop an emotional bond.

On the other hand, although it is claimed that the ethical leader has many effects on the outputs of the organization, the effects of the leaders may vary according to their degrees in the organization (mid-level manager, top-level manager). For example; an ethical leader in a senior position can support ethics-related initiatives (such as the reward system) by contributing with their talents or implement processes (such as the decision-making process) by providing financial support with their abilities. On the other hand, ethical leaders in mid-level managerial positions work more closely with their subordinates. Because of this reason, they can mostly provide support as a role model that directly affects the behaviours (positive social behaviour, behaviours that harm society) of their subordinates instead of financial support (Brown and Trevino, 2006: 612).

As a result, ethical leaders, who can serve as a role model to employees with all their behaviours and by applying the principle of impartiality have strong functions due to their positive organizational outcomes such as organizational competitiveness, organizational image, organizational commitment of employees, job satisfaction.

#### **1.2.3.4.2. Ethical Dimension of Leadership and Postmodern Leadership Approaches with Ethical Dimensions**

Post-modern leadership approaches developed in line with the ethical dimension of leadership, which is the main axis of the study, will be mentioned under this topic.

Ethical scandals, unethical behaviours, moral and ethical dilemmas in leadership in recent years have revealed the importance of the ethical dimension of leadership; the importance of leadership ethics has become clearer at the point of managing the relations between leaders and followers within the organization and the control mechanism of the organization outputs. In the leadership that works with ethics, ethics is a concept that is applied on followers, leader behaviours and leadership relationships of concepts such as good, bad virtue, duty, obligation, rights, justice and impartiality (Mete, 2016: 31).

Leaders play an important role in the development and maintaining of ethical culture and behaviour in their organizations (Avey et al., 2010: 1). Leaders influence their followers; they have an impact on the destiny of their organizations and the lives of their followers. Leaders who act with a level of awareness based on ethical values and responsibilities while serving their organizations and influencing their followers (Demirtaş, 2013: 117-118; Mete, 2016: 31) are role models for their followers. This fundamental level of consciousness and their approach and the importance of ethical values in their behaviour distinguish this type of leadership from other types of leadership. On the other hand, when the literature is examined, it is seen that the ethical dimension of leadership is also included in different types of leadership.

Although leadership is defined in different ways in postmodern leadership approaches, the common point is that leadership is ethically based. Ethical leaders enhance the personal interests of the organization and the members of the organization with the service they provide within the moral values system they develop, and show a commitment to these interests (Caldwell et al., 2002: 160; Demirtaş, 2013: 117-118). Especially transformational leadership, charismatic leadership, authentic leadership and spiritual leadership are ethical dimensional leadership types that emphasize the importance of ethical leadership behaviours (Avey et al., 2010: 1). In terms of the purpose and scope of the study, only new leadership approaches related to the ethical dimension of leadership are discussed and their relationship with ethical leadership are examined under this topic.

#### **1.2.3.4.2.1. Transformational Leadership and Ethics**

Transformational leadership is a type of leadership that maximizes business performance by creating changes and innovations in the organization that changes the needs and values of employees (Tanrıverdi et al., 2016: 116). On the other hand, transformational leaders evaluate their behaviour according to ethical values and care about it. The main focus in the studies on transformational leaders, (Demirtaş, 2013: 125), who are known as people who can direct the value system of themselves and their followers towards moral rules, influence of the transformational leader over behaviours, their power to influence their subordinates and their organization, and how they realize their vision development. It has been suggested in the studies conducted that they are more successful than transactional leadership style or the leadership style that gives full freedom in terms of getting high work performance from employees by motivating them (Erol and Koroğlu, 2013: 47).

Studies conducted between transformational leadership and ethical values show that there is a relationship between the two, but in some studies, it is stated that, this leadership style doesn't fully reflect ethical values, they generally do not prioritize ethics component and see ethical leadership style only as one dimension (Mete, 2016: 33). On the other hand, Engelbert et al. (2005) identified that there is a positive relationship between transformational leadership and ethical climate in organizations (Mayer et al., 2010: 9).

The common point with ethical leadership is that there are two components in both transformational leadership and ethical leadership. These are: operational and ethical components. The transformational component of ethical leadership is also important in that as it constitutes the base of this leadership (Zheng et al., 2015: 733). Also, features such as role modelling, ethical decision making, integration, and thinking about others (sacrifice) in transformational leadership are also found in ethical leadership. The difference between them is that ethical leadership emphasizes ethical standards and moral management (more interactively), while transformational leadership prioritizes vision and values and activation (Brown and Trevino, 2006: 598). Despite this difference, it is seen that transformational leadership can make significant contributions to understanding and adopting ethical practices in organizations (Bolat

and Seymen, 2003: 72). These contributions may be the effects that will facilitate the work of ethical leaders, such as providing individual support, motivating employees, guiding them in line with the vision and missions of the organization, and ensuring that they achieve their goals.

#### **1.2.3.4.2.2. Servant Leadership and Ethics**

Servant leadership is a style of leadership that prioritize employees and their needs, take responsibility for the psychological and professional development of employees and being devoted to them, and act with ethical and social responsibility dimensions (Kaplan and Uzun, 2017: 16). Enhancing and developing subordinates, listening, empathizing, guiding and directing, and persuading the subordinates, raising awareness in them, humility, devotion are characteristic features of this leadership style. Known characteristics of the leaders are to behave ethically, honestly, establish open and fair relationships, and be effective leaders in empowering employees by giving certain authority and responsibility (Kaplan and Uzun, 2017: 16-17). It can be said that due to these features, organizational communication and organizational bonding between managers and employees in organizations can be achieved more easily through servant leadership.

When we look at the relationship of servant leadership with ethics, it is seen that it is one of the leadership theories associated with ethics before the concept of ethical leadership (Mete, 2016: 34). Because of this reason, servant leadership can be defined as a moral leadership approach that makes effort in order employees to display ethical behaviours by supporting their behaviour in a moral dimension. Accordingly, servant leaders are responsible for the moral and ethical development of their followers. In the continuation of this development, the moral consideration that ensures the participation of the employees in organizations is dominant. In this context, servant leaders undertake roles that encourage positive behaviours that establish the ethical climate in the organization (Sendjaya et al., 2008: 407-408).

In other words, servant leaders reflect a sense of ethical responsibility in their behaviour at the point of serving people, as they aim to help people consciously and naturally. They keep their motive to serve their organizations, members of the organization and the society above their own interests (Demirtaş, 2013: 118). From this

point of view, it is possible to say that servant leadership has aspects related to ethical values and similar to ethical leadership.

#### **1.2.3.4.2.3. Transactional Leadership and Ethics**

Another leadership approach that has an ethical dimension is transactional leadership. Transactional leadership, also known as managerial leadership, is a type of leadership that determines the requirements of employees' duties within the organization, directs them to common goals and objectives, and provides motivational support (Tanriverdi et al., 2016: 116). In this type of leadership, taking risks is avoided. It bases its power on bureaucracy, authority, and legal power in the organization. It defends the necessity of working task-oriented to comply with the standards and rules of the organization; in case of failure to fulfil the requirements, it applies the reward and punishment system (Erol and Köroğlu, 2013: 47). Leaders value supervision and performance of the group and the organization. The awards that are determined by the leader are given when the tasks determined by the leader are successfully performed by the followers. On the other hand, the purpose of this leadership style is to prioritize preserving the existing order instead of changing the future (Erol and Köroğlu, 2013: 47; İntepeler and Barış, 2018: 98-99). At the point of ethical dimension, transactional leadership is more closely related to moral management dimension of ethical leadership than transformational leadership (Mete, 2016: 34).

#### **1.2.3.4.2.4. Charismatic Leadership**

According to House (1977), a charismatic leader has the abilities to mobilize the motives of his/her followers in line with ideological goals and to influence them as a role model. On the other hand, it is possible to talk about three characteristics in a leadership that emerges in adverse environments such as the need for a hero and chaos and crisis in societies that have difficulty managing themselves: The characteristic that plans to bring the audience to certain goals by being a designer, that creates power by being refreshing and tries to achieve success with this power, and lastly, it is being reassuring, and it is the feature of engaging in activities that increase the performance of the followers in achieving psychologically challenging goals (Özdemir, 2017: 25).

There is a firm faith in charismatic leaders and their mission, who have more influence over employees than supervisors in guiding the behaviour of their subordinates. Due to charismatic leaders, the employee who increases business performance goals, also has a desire to be together with the leader. Because of this reason, followers are firmly committed to their leaders (Gül and Aykanat, 2012: 19-20). While this commitment can have a positive effect on employees' job performance, it can also increase their organizational commitment. The most important characteristics of charismatic leaders in terms of ethical dimension is them to use their power to serve others, to comply with internal moral standards in order to meet social needs, and to make an effort to be trusted. Apart from these, more general features in ethical leadership (supporting the development of followers, taking criticism into account, supporting two-way communication, creating the vision for the needs and inspiration of the followers, etc.) can also be seen in charismatic leaders (Yeşiltaş, 2016: 79). It can be said that ethical leadership has a charismatic side because these characteristics of charismatic leadership are in line with the general characteristics of an ethical leader.

#### **1.2.3.4.2.5. Visionary Leadership**

Although it is not known exactly when it entered the management literature, “the vision” began to be used in the 1990s. Vision is the future image of the organization. In other words, it is the desired future of the organization (Çapçioğlu et al., 2010: 34). According to Boal and Bryson (1988), vision is the picture of the future and it is a phenomenon that clearly reveals values and goals (Strange and Mumford, 2002: 344). Using similar expressions, Synder and Graves describe the vision as directing the energy and resources of the leader and employees to a certain goal and creating, discussing and fully revealing the future image in a remarkable way (Tekin and Ehtiyar, 2011: 4009). Visionary leaders are people who can use their intuition, analyse situations and events from a universal and higher-level perspective, create a broad vision and convey this to their audience (Erdoğan, 2004: 39; Akyüz, 2002: 114). In other words, they are people who think and design the future of societies and organizations (Aksu, 2009: 2439).

Due to the visionary leadership, which assigns more responsibilities to its employees and aims to increase their performance by supporting their motivation, it is

possible for the employees to have foresight in the future work related to the organization, and to create a vision in the employees to achieve certain goals. For this reason, visionary leadership is important in establishing organizational trust and in the systematic implementation of future works and plans (Baltacı et al., 2014: 63- 64). Therefore, such leaders take on the role of creating an attractive vision base, conveying this vision to their followers and empowering those who will realize the vision. Moreover, in visionary leadership, it is up to the leader to set the vision. Such leaders can combine the past with the present and create an opinion about the future (Çıpanoğlu et al., 2010: 46).

#### **1.2.4. The Importance of Ethical Leadership for Organizations**

At the present time, ethical scandals in organizations have increased the interest of organizations in ethical principles and values. The ethical principles of the organization can be defined as a synthesis of the manager's individual ethical principles and the organization's formal and informal policies. Ethical climate, ethical codes, ethical policies, which are among the ethical characteristics of the organization, affect the ethical understanding and business attitude of the employees, as well as providing positive outputs such as ensuring customer satisfaction, increasing employee performance and decreasing the intention to resign (Köksal et al., 2018: 2). Therefore, there is a need for people to be ethical leaders in the establishment of ethical values in the organization and the establishment of an organizational structure that gives importance to ethical values.

In this context, the fit between organizational ethical and individual ethical values within the organization, in other words, the fit between person and organization in terms of ethical values may result in positive organizational outcomes (Köksal et al., 2018: 2). In this case, the success of the organizations may be inevitable compared to organizations that do not have trust and ethical values. It is necessary to establish trust and responsibility within the organization, to take the right and wrong criteria that form the basis of ethics in all decisions made into account, and to adopt ethical principles by leaders/managers.

Also, it is important to use ethical principles and behaviours in organizing organizational policies at the senior management level, to internalize them in daily

decision-making and all operational processes, and to institutionalize organizational ethics in a more general sense (Becerikli, 2013: 35). The presence of ethical leaders is also important in fulfilling this requirement.

Ethical leaders are characterized as people who make the right decisions, are honest, trustworthy and closely concerned with their job; they are in ethical communication with their audience in order to establish ethical standards using reward and punishment methods. Along with these, ethical leaders, who support the reputation and development of the organization and its employees, try to understand the personal values of the organization and its employees and gives importance to personal values. They play an important role in establishing the ethical basis and internalizing social norms within the organization (Aslan and Sendoğdu, 2012: 694).

The behaviours of ethical leaders cause employees to display ethical behaviour. Employees imitate the behaviours of ethical leaders and strive to achieve the goals of the organization (DeCounink, 2015: 1090). In organizations where ethical leadership behaviour is dominant, employees who are exposed to unethical behaviour can be prevented from engaging in undesirable behaviours brought about by pressure and depression. From an organizational perspective; it is important for employees to experience job satisfaction in ensuring customer satisfaction. It can be said that ethical leadership is one of the important factors affecting the continuity of organizational commitment and loyalty of employees (Tool, 2019, 18). Since a fair, honest and transparent management approach will prevail in organizations where ethical principles and behaviours are valid within the organization and where these behaviours are adopted through ethical leaders, it can positively affect the psychology and job satisfaction of these employees. In studies on ethical leadership in the literature, it is seen that in an organization where ethical principles are implemented by leaders, the intention to quit decreases and ethical leaders have a positive effect on job satisfaction of employees (Çelik, et.al., 2016 : 53 ; Deconinck, 2015:1091 ; Güngör, 2016: 1180 ; Kiranlı and; Neubert et al. 2009: 157; Palanski et al., 2014: 135).

As a result, it can be said that ethical leaders have a positive power over employees on subjects such as organizational commitment, job satisfaction, intention to cease of employment and trust in the organization, as well as organizational benefits such as performance, profitability, competitive advantage, and customer satisfaction.



### **1.2.5. Ethical Leadership in Accommodation Establishments and Its Importance**

In today's competitive conditions, the survival of accommodation establishments and their ability to compete requires the correct evaluation of many variables. Accommodation establishments, which are known as labour-intensive businesses, can be successful and maintain their productivity in line with their management style, ethical behaviour and appreciation shown to employees. Accommodation establishments that ensure effective organizational communication and job satisfaction among their employees by applying ethical principles and values, and they can achieve the goals and objectives they want.

In the accommodation sector, where a close communication between employees and customers is essential, attitudes and behaviours of employees determine the profitability level of establishments (Valdivia et. al, 2019:402). In other words, customer satisfaction can be positive or negative depending on the performance of the employees due to reasons such as the continuity of the basic values in the accommodation industry is being ensured with the communication between the customer and the employee, the simultaneous production and consumption, and the production depends on the employee performance most of times (Öğüt and Kaplan, 2011: 191).

Employees in the accommodation sector may be exposed to negative situations such as not being appreciated, job stress, overtime, low wages and emotional burnout. Also, since there is a high probability of encountering unexpected situations in this sector when the employee who is in close contact with the customer is not given responsibility in the decision-making process, there may be difficulties concerning problem solving and it may be difficult to provide a high-quality service to the customer (Jha and Nair, 2008). Because of this reason, it is important for the employees to act with common-sense and independently while providing services in order to meet the constantly changing customer needs and expectations. Managing employees in accommodation industry is a difficult task for leaders because of this or similar reasons arising from the structure of this and industry (Valdivia et al., 2019: 402).

Accordingly, it is important for establishments to set ethical rules and to ensure both managers and employees follow these ethical rules. Another important issue is the need for ethical leaders in order to create an ethical climate in the establishment and to put this ethical climate and ethical principles into practice and to make these adopted by employees (Çevirgen and Üngüren, 2009: 274-275). Because ethical leaders such as leaders are people in key position in order to employees to get stronger psychologically, to engage the work, to act independently and to feel themselves positive. For example, positive managerial behaviours increase the skills of employees and make it easier for them to make decisions on their own. (Valdivia et al., 2019: 403).

If the employees are empowered in the accommodation industry, they can serve more successfully against unforeseen situations. They can do their job with feelings of passion with a mood that is engaged to job, self-esteem and commitment. They are both engaged and empowered people who are the solvers of the problems that reduce the job performance and service quality of the organization (Valdivia et al., 2019: 403). However, the satisfaction of employees working in accommodation establishments is important because it has positive results such as increasing production, competitive advantage to be gained and decreasing the labour turnover rate (Kaplan et al., 2013:118).

Ethical behaviour of establishment owners and managers in accommodation establishments can ensure both organizational commitment and also positively affect the job satisfaction of employees with high organizational commitment. It is possible to minimize ethical problems such as overtime, lack of job security, salary problems, deceiving tourists, and not keeping promises in case that the ethical behaviours of managers and these behaviours are adopted by their employees, (Çelik et al., 2015: 59). When ethical leadership behaviors are considered from the point of view of employees in organizations, it is seen that factors such as participation in the decision-making process, self-expression, cooperation, belonging, job satisfaction, trust, and competitive advantage, efficiency, effectiveness and success come to the fore when viewed from the perspective of the organization. In this context, accommodation establishments need ethical leaders who are honest, reliable, fair, give importance to the opinions of the employees, impose responsibility on them, and guide them ethically (Karasu, 2021).

Çevirgen and Üngüren (2009: 274) in their empirical studies with 10 five-star hotel employees in Alanya, found a positive relationship between perceptions of ethical climate and job satisfaction. Therefore, it can be said that ethical leaders have an effect in creating an ethical climate and increasing the job satisfaction level of employees.

Unethical behaviours may occur due to the intensity of the relationship between managers, employees and customers in accommodation establishments which have labour-intensive services, and as a result of that, employees who are working in a stressful environment and experience job dissatisfaction. It can be said from this point of view that ethical leaders who can make ethical understanding a part of organizational culture and accommodation establishments that succeeded in adopting this understanding within the organization are possible to continue their existence in the long term. Also, there is a need for an understanding of organizational ethics and ethical leaders in order not to experience employee dissatisfaction and in order to keep the organizational commitment of employees high.

#### **1.2.6. Studies on Ethical Leadership**

National and international studies on ethical leadership are being examined under this topic. It is seen in these studies that ethical leadership is examined with many different variables along with normative and social sciences-based approaches (Brown and Mitchell, 2010: 583).

As stated earlier, although several characteristics in some modern leadership approaches (transformationist leadership, spiritual leadership, and authentic leadership) appear to be take part in ethical leadership, ethical leadership means more than these leadership styles. For example, practices in ethical leadership such as setting an example, fair behaviour and a moral-based management approach are different from other leadership styles (Yeşiltaş et al., 2012:20).

Yeşiltaş et al. (2012) researched the effects of ethical leadership activities on organizational justice and organizational aberration in their study with four-star hotel employees in Istanbul. As a result of the research, a negative relationship was found between ethical leadership and organizational aberration behaviours. In other words, it has been observed that ethical leadership behaviours reduce aberration behaviours

(behaviours like theft, sabotage and slowdown) that cause high costs to organizations to a certain extent. At the same time, employees' perceptions of organizational justice can change positively in case of effective ethical leadership is being carried out.

In the study conducted by Dhar (2016: 139), the effect of ethical leadership perceptions of employees working on innovative service behaviours in small and medium-sized hotel establishments in India was tried to be evaluated. The sample was selected from 468 employees who had direct contact with customers, and it has been observed as a result of the research that ethical leadership positively affected the innovative service behaviour of employees, and also been observed that leader-member interaction also plays a moderatory role for ethical leaders.

In the research of Garba et al. (2018) on 304 employees working in 10 hotels in Africa, they based ethical leadership on the social exchange theory and researched why and when ethical leadership has an effect on customer-oriented citizenship behaviour of employees. It was determined in the study that ethical leadership is positively and significantly related to customer-oriented behaviours.

Brown, Trevino, and Harrison (2005: 117-134) use social learning theory as base to interpretation of ethical leadership in their study. As a result of the study, they determined that ethical leadership is related to behaviour, trust in the leader, honesty, interactive justice, socialized charismatic leadership.

Walumbwa et al. (2012: 954) conducted a research on 80 nurses and their group leaders who work in three different places about ethical leadership and examined the relationship between ethical leader and group performance. A strong relationship was found between these two variables, and this research proved that a group who have leaders that display ethical leadership behaviour is likely to show ethical behaviour. Another result of the study is that the leader's ethical behaviours don't affect the overall organizational performance, but ethical leadership is an important factor in the performance of the group.

In the research conducted by Aronson in the health sector, the relationship between transformationist leadership and ethical leadership was tried to be determined. In this study, it was determined that there is a positive relationship between managers' ethical leadership and transformational leadership skills, moral integrity, executive power and mental potential (Aronson, 2003).

In the study named the role of moral reconciliation and power distance orientation in the relationship between ethical leadership and workplace aberrant behaviour of Ekmekçioğlu (2019), it was determined that ethical leadership has a negative effect on workplace aberrant behaviour as a result of the analysis of data obtained from 388 employees working in different establishment in the organized industry area of Ankara.

Treviño et al. (1998) emphasized that leaders play a key role in shaping the ethical climate of organizations. According to a study conducted by Aikman (2003: 117) in the health sector, a positive relationship was found between ethical leadership and organizational culture. It was found in the study that ethical values and ethical orientation within the organization are related to ethical leadership behaviours.

Demirtaş (2013: 6) researched the effects of ethical leadership behaviours on the ethical climate in his study with 547 employees working in logistics support centres. It was determined as a result of the study that ethical leadership behaviours directly and indirectly affect other sub-dimensions of ethical climate except the independent ethical climate dimension.

As a result of the field research conducted by Trevino et al. (2003) with 20 senior executives and 20 employees, it was identified that characteristics such as honesty and reliability is being looked for in ethical leaders. In a scale development study conducted by Khuntia and Suar (2004), the status of ethical leadership styles in state and private sectors was tried to be determined, and two dimensions were found as “empowerment” and “character”.

According to the study conducted by Morgan (2002) the relationship between ethical management understanding and culture has been examined. It was determined as a result of the research that ethical leadership characteristic of the managers have relationship with the managerial competence and personal ethical approaches of the managers.

In the study of Türk and Akbaba (2018) on accommodation operations it was found that the perception of ethical leadership in tourism businesses is high and it differs according to age group.

In Özer's (2020) study on accommodation business employees, it was determined that ethical leadership perceptions did not differ according to the working time and education level.

Sarwar et al. (2020) emphasized the importance of ethical leadership in the hotel industry in their study and concluded that the relationship between ethical leadership and organizational performance is relatively stronger in the Italian hotel industry compared to the Pakistan industry.

As a result, it is seen generally in the studies on ethical leadership that ethical leadership behaviours within the organization affect organizational justice, organizational culture, customer-oriented performance of employees, and the probability of employees to display ethical behaviours that affects group performance positively. On the other hand, it can be stated that ethical leadership behaviours play an important role in preventing aberrant behaviours (such as theft, sabotage and slowdown) within the organization.

### **1.3. CONCEPTIONAL AND THEORETICAL STRUCTURE OF PERSON-ORGANIZATION FIT**

Researching the relationship between organizational commitment and ethical leadership behaviours requires consideration of the phenomenon of person-organization fit as an important variable. The definition, importance, components, basic theories and results of person- organization fit is being discussed under this topic in order to consider the person-organization fit, which is assumed to affect organizational commitment, as another variable in this study and to explain it conceptually and theoretically. Also, studies on different fields and accommodation establishments about person organization fit are being examined.

#### **1.3.1. Definition, Importance and Components of Person-Organization Fit**

Definitions of the concept of person-organization fit are numerous and similar in the literature. Person-organization fit according to some definitions;

- The degree of fit or similarity between personality traits, goals and values of the employees and culture, values, goal and purposes of the organization (Chatman, 1989:339; Mitchell et al., 2006: 6).

- Employees to love their organization and feel fit with the ethical values of the organization (Steel, 2016: 16).

- It is a fit that occurs under natural conditions in case mutual expectations are met and when the employee and the organization have similar characteristics (Gür, 2014: 56).

- It is the similarity perceived by the person with the organization and internal environment (Carless, 2005).

- The person to think that he/she is similar to the organization (Yıldız, 2013: 156).

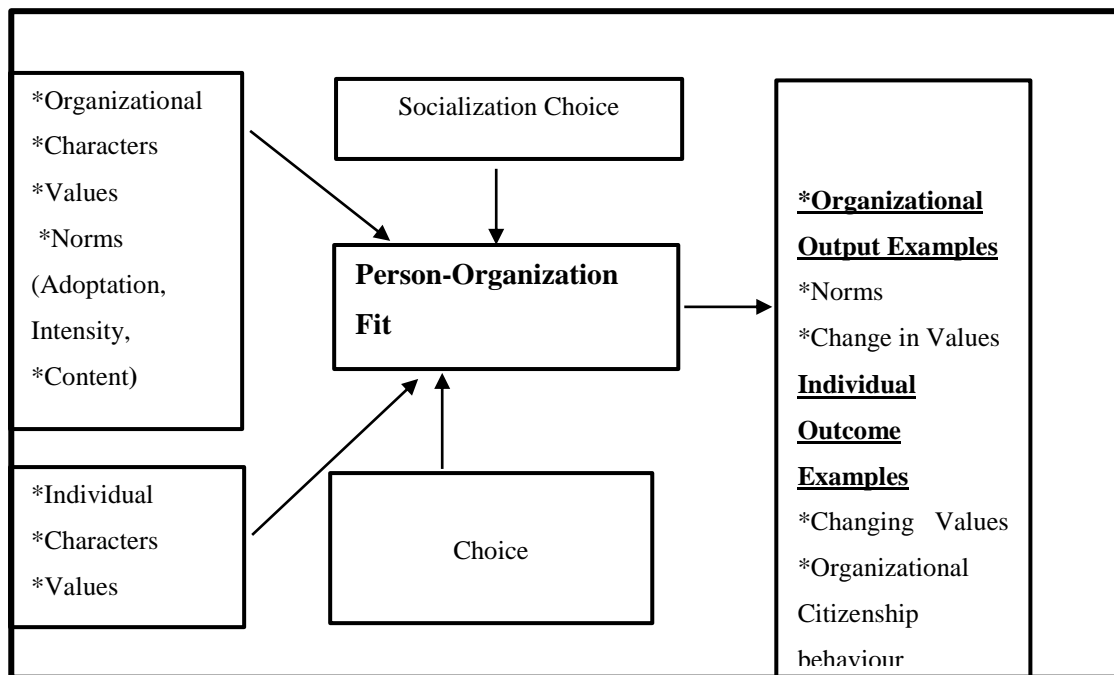
According to Kristof (1996), conditions such as the expectations of the person and the organization from each other are met, sharing the main values and keeping this in balance together simultaneously are necessary in the emergence of person-organization fit. It can be said that fit will be achieved if these conditions are met. Otherwise, the person-organization misfit arises.

The concept of person-organization fit is built on the Attraction-Selection-Attrition theory created by Schneider (1987). In organizations where employees with similar characteristics work together, participation and willingness to work may be more. Similarly, organizations want to work with people who are close to organizational cultures in their employment of employees. Then, the socialization process is carried out in order to the organization's own culture being adopted and the organization's attractiveness is tried to be maintained for the individual and the organization. (Eşitti and Erdem, 2017:477-478).

Based on these definitions, the fit between individual and organizational values has been accepted as a basic and important criterion for person-organization fit (Chatman, 1991; O'Reilly, Chatman and Caldwell, 1991). Also, Chatman (1989) defends that, employees are open to be guided and that employees can change their personal values by means of the strong values in the organization.

The process explained with the model developed by Chatman (1989), who made important contributions to the person-organization fit, is shown in Figure 13.

**Figure 13: Person-Organization Fit Model**



**Source:** (Chatman, J. A., 1989: 339-340).

As can be seen in the model in Figure 13, candidates who apply for a job to become a member of the organization check whether their values and the values of the organization match up with each other. Candidates who see there is match up make a decision (choice) to join the organization. Also, after joining the organization, the member of the organization also experiences the organization fit in the socialization process. The individual makes a continuous comparison between his/her own values and the values of the organization throughout their term of employment. As a result of these comparisons, when the individual successfully completes the adaptation process, he/she can adapt to his/her organization faster and experience high job satisfaction. This also affects their organizational commitment (Can, 2016:7).

Person-organization fit consists of four components. These are.

- Value Fit
- Goal Fit
- Fit with Environment and Culture
- Personality Fit. These components are being discussed in detail below:

•**Value fit** is the fit between the cultural values of the organization and the beliefs of the individual (Ulutaş, 2010: 20). The high level of fit with the cultural values of the



individual in his/her system causes him/her to display a positive attitude towards his/her organization and increase his/her organizational commitment (Guliyeva, 2018: 26).

- **Goal fit** refers to the fit between the goals of the organization and the goals of the individual, and it is a component that can attract individuals to the organization if they are fit (Memon et al., 2014: 206).

- **Fit with environment and culture** is the fit of individuals with their work environment. The degree of internal fit in organizations affects the decision, action or inaction of individuals and may cause negative situations such as conflict and misfit.

- **Personality fit** is the fit between the characteristics of the person and the characteristics of the other individuals in his/her environment (Ulutaş, 2010: 20).

Four methods can be applied while ensuring organizational fit within the organization. In the first method, the similarities between the characteristics of the organization and the person's characteristics are emphasized, in the second method, goal similarity is emphasized. In third, it is important to making personal preferences or needs fit with the culture of the organization. In the last method, similarities between the personality traits of the person and the climate of the organization are being tried to created (Özkan, 2018: 89-90).

Measurements were made based on a value-based approach in the person-organization fit studies. According to Cable and Judge (1996), “values” are the most meaningful and easily measurable concept both for individuals and organizations. Because values have an effect that guides the attitudes and behaviours of the individual in his social life. As a result, individuals to find their organizations attractive is an expected result for a value-based person-organization fit (Yıldız, 2013: 157).

Another possible result is that if the person-organization fit is high, the employees' behaviours are more positive, they are happier and display a higher commitment to their organization. (Ceylanlar, 2017: 52). Olsen et al. (1995: 272), who also conducted person-organization fit studies, emphasized that there is a close relationship between low level of person-organization fit, decreased job satisfaction and high employee turnover.

In a study conducted by Bell, Doverspike, and Villado (2006), person-organization fit was considered as an employee selection criterion, and it was identified that it predicts job satisfaction, organizational commitment and job performance (Öcel,

2013: 38). Based on this, it can be said that the importance of person-organization fit for organizations is revealed in relationships such as intention to cease of employment, organizational citizenship behaviour, ethical behaviour, stress, job satisfaction and teamwork (Yıldız, 2013: 154).

Organizations have placed the presence of employees in the organization at a critical position in times when developments such as quality improvement, change and the creation of new business structures occur. Because of this reason, in order to keep up with radical developments in this competitive environment, a flexible workforce structure and a high level of person-organization fit must be achieved in order to create and maintain a high-level organizational commitment (Özdemir et al., 2019: 79). Person-organization fit is effective for employees to work productive and experience job satisfaction in the work environment and it also affects the organizational commitment of employees.

### **1.3.2. Person-Organization Fit Types**

Many types of individual organizational fit are mentioned in the literature. On the other hand, there are two main types of fit (Yıluzar, 2016:5). These are: supplementary fit and complementary fit. Written needs-supplies fit or demands-abilities fit are examined as supplementary fit in the literature (Yücel and Çetinkaya, 2015: 19).

The approach developed by Kristof (1996) has been given importance in the literature on types of personal-organization fit. According to this approach, the fit between the individual organization takes place in three ways: (a) one party can meet the needs of the other (b) the two parties share similar qualities (c) both situations occur at the same time (Ulutaş, 2010: 23). In other words, Kristof (1996) brought a new definition to person-organization fit by adding supplementary and complementary fit, demands-abilities fit and needs-supplies fits. According to Kristof (1996), organization fit of the person is the fit or similar basic features between individuals and organizations or that occur when the needs of the organization or the person are fulfilled. (Kristof, 1996:4, citation by, Yıluzar, 2016: 6). These types of fit are listed below:

#### **1.3.2.1. Supplementary Fit**

Supplementary fit is being defined as the fit between the individual and the characteristics of the organization. While personality, attitudes, goals and values are attributed values, climate, culture, values, goals and norms constitute the characteristics of the organization.

Individuals display more positive attitude when they are fit with organizational characteristics or with other employees in the organization or when they notice similarities. (Ulutaş, 2010:23). Thus, in case that the employees have similar values with their organization (such as independence and creativity), their supplementary fit can be high. If the supplementary fit is high, it is possible for the employee to display positive behaviours. This positive atmosphere positively affects the organizational commitment, job satisfaction and job performance of the employee (Piasentin and Chapman, 2007: 341).

#### **1.3.2.2. Complementary Fit**

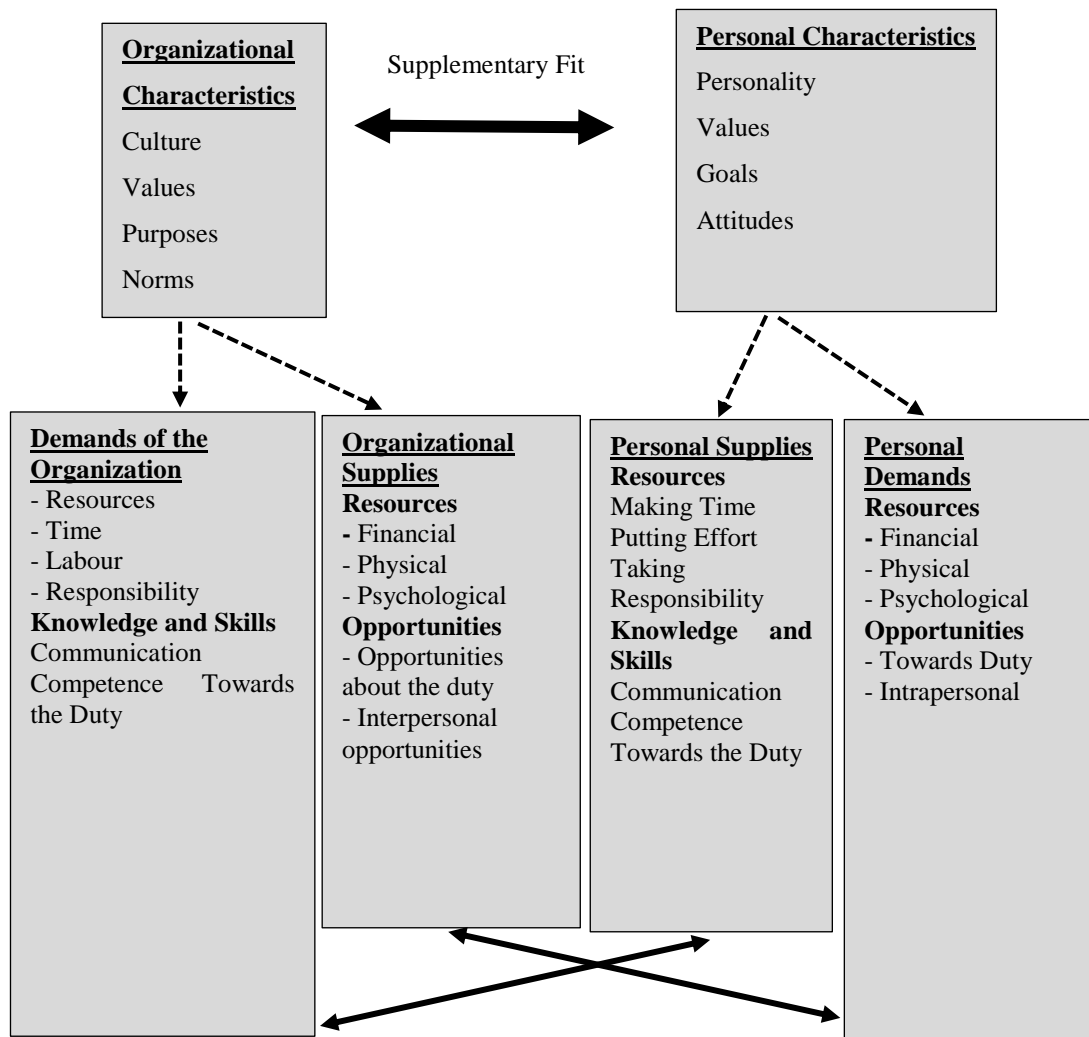
Complementary fit is the other person-organization fit. Complementary fit is the state of fit that occurs when the characteristics of the individual fills something that is felt lacking in the organization or when the characteristics of the organization fulfil a need of the individual (Ulutaş, 2010: 25). Complementary fit occurs when a balance is established between the characteristics of the individual and the organization and their needs and expectations. In complementary fit, which is a mutual balance state, one weak aspect of the individual or organization is balanced with the strong side of the other (Özkan, 2018:102). Therefore, when there is a balance between the characteristics of the organization and the characteristics of the individual complementary fit occurs.

The difference of complementary fit from supplementary fit is the individual to compare himself/herself with his/her environment in supplementary fit. The individual who makes this comparison looks at whether he/she will be fit with those people or whether he/she will be successful in such an environment. However, in complementary fit the ability to meet the needs of the environment determines the strength of the individual (Westerman, 1997: 8-9).

Complementary fit is also commonly being researched as needs-supplies fit or demands-abilities fit in the literature (Yücel and Çetinkaya, 2016: 19). Need-supplies fit focuses on the needs and preferences of individuals. the organization may have some expectations and demands from individuals in the demands-abilities fit. This fit occurs when the employees respond to these demands and expectations with their knowledge, skills and abilities (Irak, 2012: 12). In other words, organizations fulfil all physical, psychological and financial needs of employees in order to achieve the demands-abilities fit. In return, they expect employees to use their efforts, personal skills, knowledge and abilities on behalf of the organization and reflect their organizational commitment to their behaviour (Güneşer, 2007: 7).

Figure 14 shows the relationship between supplementary fit and complementary fit.

**Figure 14:** Conceptualization of Person-Organization Fit



**Source:** (Kristof, 1996: 4-5).

When Figure 14 is examined, there is a fit between the culture, values, norms of the organization and the personality, attitudes and goals of the employees. Needs-supplies fit in complementary fit is the fit that is experienced when the organization meets the financial, physical and psychological needs of the employees. In the second dimension, there is a demand and skill relationship. In this dimension, organizations demand time, effort, commitment, knowledge and skills from individuals. This fit can be achieved if the employees have the characteristics and skills that the organization expects from them.

As a result, based on Figure 14, person-organization fit is the situation between employees and organizations that occurs when at least one of the parties meets the needs

of the other and / or in case both parties have similar characteristics (Aksay and Yasim, 2016: 1604).

### **1.3.2. Person-Organization Fit Theories**

Various approaches and models are mentioned in the literature to explain the person-organization fit. These are: Attraction-Selection-Attrition Theory of Schneider, Chatman's Person-Organization Fit Model, Kristof's Person-Organization Fit Theory, Cable and Judge's Individual-Organization Fit Approach, O'Reilly et. al.'s Organization Culture Profile (Yücel and Çetinkaya, 2016: 19).

#### **1.3.2.1. Schneider's Attraction Selection Attrition Theory**

The theory of organizational fit theorized by Schneider (1987) is based on the belief that the organizational goals that form the basis of the organization and the organizational culture that emerges to achieve these goals are a reflection of the personal attitudes of the founders. This is the result of three dynamic processes that develop mutually between the organization and the employees called attraction, selection and attrition (ASA: Attraction-Selection-Attrition). This process results in the fact that some people use their preferences for a certain type of organization (attraction), the organization wants to include some people in its organization (selection), and the incompatibility of some employees due to the structure of the organization, it results in the quitting (attrition) (Ulutaş, 2011: 14-15).

This model claims that job seekers are attracted by organizations that match up with their attitude, personality and values. Thus, a generally homogeneous manner develops in organizations, which similarly called by Schneider (1987) as theory of homogeneity (Billsberry, 1992: 1).

#### **1.3.2.2. Chatman's Person-Organization Fit Model**

Chatman (1989: 339) created the personal organizational fit model based on the norms and values of the organization to match up with the norms and values of the individuals. In the model, the similarity between certain personality characteristics such as values, goals, personality characteristics and attitudes of individuals and

organizational characteristics such as organizational culture, organizational climate, organizational values, goals and rules are explained. As a result of this similarity, the change in the values of the individuals emerges as organizational citizenship and extra role behaviours, as for on the basis of the organization, there are results in the form of fit of the individual with the norms and values of the organization.

Person-organization fit for individuals whose personal norms and values match up with the organization benefits both individuals and organizations. The highly fitted individual feels themselves competent and comfortable and in terms of the organization, the individuals to work more efficiently is being ensured. However, high level of fit can sometimes cause negative results in the organization. Homogeneity, routine and lack of innovation are examples of these negative situations. On the other hand, laziness can be prevented as individuals with low fit may be more willing to learn. Routine can be avoided due to the novelty seeking. Low level of fit can sometimes cause sabotage and create differences of opinion (Akbaş, 2011: 60).

#### **1.3.2.3. Kristof's Person-Organization Fit Theory**

Kristof (1996: 4), defended that needs should be mutually met and both parties should have similar basic characteristics in order to talk about person-organization fit. While organizations present employees sources both in terms of career and financial, psychological and physical, employees are expected to show themselves with their organizational commitment, effort, knowledge and skills at work.

This situation is evaluated in Kristof (1996)'s model from the perspective of needs-supplies. As long as the needs of the employees are met, they will experience job satisfaction, so their fit with the organization will continue. Another factor in this theory is that the person-organization fit is being handled in two dimensions. In this theory, person-organization fit is considered in two dimensions as supplementary and complementary fit. Supplementary fit occurs when the values, personality characteristics, goals of the individual and the culture, climate, values and norms of the organization match, while complementary fit occurs when the individuals meet the financial, psychological and physical support of the organization with their knowledge, skills and abilities that the organization needs (Özkan, 2018: 91). Thus, employee

completes the organization and organization completes employee, so a bi-directional fit can be talked about.

#### **1.3.2.4 Cable and Judge's Person-Organization Fit Approach**

Cable and Judge (1996) evaluated person-organization fit both in terms of job seekers and employees. For job seekers, they defended that organizational fit can only be achieved when the characteristics of the organization and the people match up. Individuals also prefer organizations with this match up (Seçilmiş and Ceylanlar, 2019: 113). In terms of employees, the perception of organizational fit occurs only after the employee enters the organization and examines the premises and consequences of his/her adaptation to the organization (Çetinkaya, 2016:34).

Cable and Judge (1996) approached person-organization fit in terms of fit in values with determinants of person-organization fit, and they have influenced many studies, especially since job seekers' predictions about how the fit will occur after joining the organization. Furthermore, they made assumptions about whether the values of job seekers and organizational culture affect each other (1996: 294-311). As a result of their studies, their findings matched up with the theoretical framework suggested by Schneider. Thus, Cable and Judge argued that the perceived fit between the values of job seekers and the values of the organization plays an important role in job satisfaction (Çetinkaya, 2016: 35). It is possible to say that person-organization fit also positively affects the job satisfaction variable which is correlated with organizational commitment. Employees who feel a strong connection to their organization and who experience person-organization fit experience job satisfaction. Therefore, organizational commitment and person-organization fit can have a strong effect on job satisfaction.

#### **1.3.2.5. O'Reilly III et. al.'s Organizational Culture Profile**

O'Reilly III et al. (1991) have developed a measurement tool named Organizational Culture Profile (OCP) in determination of person-organization fit (Seçilmiş and Ceylanlar, 2018: 113). The purpose of this measurement tool is to determine the relationship between person-culture fit and work-related outcomes of this fit. 54 value expressions containing organizational and individual values were created in



OCP. In these expressions, criteria such as generality, distinctiveness, readability and non-redundancy were used. These measurements were tested on 5 different groups from different professions and it was observed that there may be changes in terms of job satisfaction and organizational commitment and the intention to cease of employment one year after the measurements, and the employee turnover after two years (Çetinkaya, 2016: 36).

### **1.3.3. Outcomes of Person-Organization Fit**

Person-organization fit has positive and negative outcomes for employees and the organization. It is seen that employees who have a high level of fit with their organization support the values of the organization and try to improve their work ethics by displaying a tendency to stay in the organization. The existence of this fit also affects the performance of the employees (Özçelik, 2010: 40). If the person who has a positive effect on the sociability, satisfaction levels and work efficiency of the employees have little or no fit with the organization, a decrease in job satisfaction and an increase in the employee turnover rate can be seen. Employees who experienced misfit feel themselves disappointed, defeated and alienated over time (Özgen, 2016: 83).

Because of this reason, it is necessary to inspect the person-organization fit, which has significant benefits to organizations, and to ensure its continuity. In this context, if there is a person-organization misfit in the organization, the way to reduce it should be sought. For example, organizations can minimize this misfit by providing psychological support to employees, using effective communication techniques and giving importance to teamwork.

Establishing and developing organizational values and creating an organizational culture that is supportive to these values is important in person-organization fit. Thus, the person will be able to influence the organization with their positive outcomes. It can be said that organizational culture is an important variable in person-organization fit. Depending on how close or distant the organizational culture is to the individual, the person's person-organization fit or misfit may occur.

#### **1.3.4. Person-Organization Fit in Accommodation Establishments and Studies on It**

Person-organization fit is a process that the organization's values, characteristics and goals to show the similarities with the employees and guides the perceptions and behaviours of the employees about their job. Person-organization fit, which is effective in the intentions of employees such as staying in the organization or leaving the organization, may, if the organization employ an employee that is fit for their organizational culture, values and goals in recruitment, have the possibility of achieving a high person-organization fit (Adıgüzel and Kayadibi, 2015: 95). Based on these expressions, it can be said that person-organization fit is a kind of perception and it can create change and development in each other's values with an interaction from organization to individual and from individual to organization.

In the context of relationships within accommodation establishments, the person-organization fit has an important effect on the efficiency of the organization, job performance and customer satisfaction arising from the fit between the organization and the employees (Tanrıverdi ve Guliyeva, 2018: 467). If there is a fit between the characteristics of the employees and the characteristics of the organization, the values and the goals of the accommodation establishments, which are labour-intensive, positive outcomes such as the employees to be more motivated to do their work, to adopt the organization, to intend to stay in that organization will occur, organizational commitment also has an affect that prevents negative situations such as absenteeism, being late to work, having negative thoughts about the organization, and unfaithfulness.

One of the important outputs of accommodation establishments to survive is the efficiency and job performance. As the service quality may be high in organizations with high job performance and efficiency, this positive situation may also reflect on customer satisfaction. This can only be possible with the existence of organizations that have achieved person-organization

The studies in the literature that the relationship between person-organization fit with different variables, and studies addressing person-organization fit in accommodation establishments basis are being included under this topic.

When the literature is examined, there are studies conducted on person-organization fit and different variables correlated to person-organization fit. Some of these variables are organizational commitment, job satisfaction, stress, tendency to cease of employment, organizational cynicism and organizational creativity.

Huang et al. (2005: 43) researched the relationship between person-organization fit and organizational commitment and job satisfaction variables. In this study, it was concluded that if the person-organization fit is high, it has a strong positive affect on variables such as extra role behaviours, organizational commitment and job satisfaction of the employee

Lovelace and Rosen (1996: 703) compared the person-organization fits of African-born female managers and Spanish male managers in their study. It was seen as a result of the research that the person-organization fit perceptions of the African origin managers were lower than the other group. Also, it has been seen that low level of fit has negative outcomes such as job dissatisfaction, intention of cease of employment, and increased stress level.

Piasentin and Chapman (2007: 341) researched the similarity and complementarity dimensions of person-organization fit in their study on 209 employees from different professions. It was concluded according to the research results that person-organization fit is a combination of similarity and complementarity dimensions. Also, it was identified that person-organization fit was correlated to higher job satisfaction, organizational commitment and lower intention to cease of employment.

Vancouver and Schmitt (1991: 333) found the person-organization-value fit positively affects organizational commitment and job satisfaction, but negatively affects the tendency to cease of employment as a result of their research based on testing their hypotheses on 356 principals and 14721 teachers.

In the study conducted by Westerman and Vanka on 6 companies and 105 employees in the USA, they determined that there is a positive relationship between needs-supplies fit and supplementary fit and organizational commitment, tendency to cease of employment and job satisfaction. They suggested that studies conducted by similar researchers have proved that employees who have the same or similar values with their organization will also have a high degree of commitment to their organization (Westerman and Cyr, 2004: 252).

Akbaş (2011:53)'s article adapted from doctoral thesis, the relationship between person-organization fit and dimensions of organizational citizenship (thinking the others, advanced sense of duty, civic virtue, gentlemanship and briefing as a matter of courtesy) according to the data taken from employees of big scale establishments that are operating in furniture sector in Turkey. According to the results of the study, it was identified that employees' perceptions of personal-organization fit have a higher positive effect on the organizational citizenship behaviour dimension of supporting organizational development.

Other studies reported that person-organization fit was positively related to prosocial behaviours such as contextual performance, organizational citizenship behaviours, and self-reported teamwork. Finally, a number of studies revealed positive relationships with self-reported work performance and objectively-measured work performance (Yıldırımbulut, 2016: 13).

In the master's thesis by Küçükodacı (2014: 4), the relationship between the person-organization fit, the perception of organizational justice and the intention to cease of employment of 222 hotel employees in small and medium-sized hotels in Istanbul was examined. As a result of the study, it was identified that there is a positive and strong relationship between the perception of organizational justice and person-organization fit, and a negative and weak relationship between the perception of organizational justice and the intention to cease of employment. On the other hand, there was no significant relationship between the person-organization fit and the intention to cease of employment.

The relationships between person-organization fit, ethical perceptions and organizational commitment are being researched on 394 hotel employees who work in halal concept hotels in different cities in Turkey in the master's thesis of Ceylanlar (2017). According to the results of the research, a significant and positive relationship was found between the ethical perceptions, person-organization fit and organizational commitment of employees in halal-concept hotel establishments. It has been observed that working in halal-concept hotel establishments is a priority job choice for participant employees. Also, it has been determined that the ethical perception levels of the employees are high, their individual values and organizational values are in fit, and their

affective commitment levels are higher than the normative and continuance commitment.

Demir (2015: 57), on the other hand, researched the effect of person-organization fit on job performance and intention to keep employment in his study with 399 hotel employees working in five-star hotels operating in Muğla. It was determined as a result of the analysis that the person-organization fit was correlated with variables of job performance and intention to keep employment and affected these variables positively.

In the study conducted by Çelik et al. (2011) on 311 employees working in accommodation establishments operating in Izmit, it was identified that the perception of justice in the organization positively and significantly affected person-organization fit and work performance and also person-organization fit has a positive effect on job performance. Also, it was determined that person-organization fit doesn't have a moderating role in the relationship between organizational justice and job performance.

It can be said that person-organization fit has a relationship with many different variables based on all the studies mentioned above. It is seen that there is a positive relationship between variables such as organizational justice, organizational citizenship, organizational commitment, job performance, job satisfaction, intention keep employment, and a negative relationship with variables such as organizational cynicism, intention to cease of employment, and stress among these variables. It is possible to say in terms of these relationships that success can be achieved more easily in organizations that achieved high level of person-organization fit, and customer satisfaction can be achieved more easily with high service quality. Because of this reason, the concept of person-organization fit is very important in terms of maintaining the competitiveness of accommodation establishments.

## **CHAPTER TWO**

### **THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, ETHICAL LEADERSHIP AND PERSON- ORGANIZATION FIT**

#### **2.1. THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND PERSON- ORGANIZATION FIT**

Person-organization fit is important for the continuity of the workforce that is committed to the organization. Employees who have a good sense of harmony with their organization use their organization as a part of their identity while defining themselves. When a good sense of cohesion is formed, people include themselves in a psychological group of people who share the same social identity or identify themselves with an equal social identity. In this case, it is possible for people to see their organizations as a part of their identity. People with this belief and emotional state do not want to leave their organizations even if they receive more attractive job offers (Ateş, 2020:13). Because of this reason, there is a relationship between person-organization fit and organizational commitment, job satisfaction, intention to cease of employment and job performance are related (Ahmadi et. al., 2014: 33-35). The similarity between the values of the employee and organization in organizations that achieved the person-organization fit, increases the commitment, trust and sense of organizational citizenship of the employees.

In other words, employees whose individual values are fit to the values of the organization are more committed to the organization than those whose are not. Organizational commitment is related to both individual and organizational values. This emerges from the similarity of fit between the person and the organization (Yıluvar, 2016:41). If person-organization fit increases employees' sense of responsibility towards the work environment, high organizational to the organization can also increase

individual perceptions by the fit between individual values and the values of the organization (Valentine et. al., 2002: 352). Therefore, it is possible to talk about a two-way interaction between person-organization fit and organizational commitment. Studies that examine the relationship between person-organization fit and organizational commitment generally indicate that in organizations with person-organization fit affects affective commitment, which is one of the dimensions of organizational commitment, positively. The individual who is in fit with his/her organization exhibits positive job attitudes such as more job satisfaction, organizational commitment and job retention. It is explained by strengthening their beliefs, values and behaviors by communicating more with their colleagues (Köksal, 2017: 42). In the study by Posner et al., in which they investigated the "relationship between organizational and individual values", they found a relationship between shared values and organizational commitment. They revealed with their findings that managers who show value compatibility work long hours for their employers and prefer to stay in the organization for the next five years (Yücel and Çetinkaya, 2015:24). Cook and Wall defined organizational commitment as an individual's attitude towards the goals and values of the organization. In this direction, in two studies conducted on individuals working full-time and all participants in the manufacturing factory were male, they argued that organizational commitment would increase by increasing the harmony of individual values with organizational values (Cook and Wall, 1980: 39).

The relationship between person-organization fit and organizational commitment also researched with variables such as job satisfaction, intention to cease of employment (Ambrose et al., 2008 ; Mitchell, 2006; Piasentin and Chapman, 2007; Verquer et al., 2003), leader behaviours (Ji-Li, 2006), employee turnover ratio (Hampton-Farmer, 2007). Some of the studies on these variables are summarized below.

Ulutaş (2010) suggested in his doctoral thesis that according to the results of the survey applied to 367 employees of twenty different establishments operating at Dalaman International Airport, person-organization fit has an effect on organizational commitment.

Silverthorne (2004) stated in his research he conducted in Taiwan that high level of person-organization fit would result in higher job satisfaction, higher organizational commitment and lower employee turnover rate. In the study of Boxx et al. (1991), it

was seen that a high level of person-organization fit increases organizational commitment. Verquer et al. (2003) combined various research results on the relationships between person-organization fit and job satisfaction, organizational commitment and intention to cease of employment, and performed meta-analysis to estimate the magnitude of its impact on the population. As a result of these studies, they stated that organizational commitment is more significant than job satisfaction and intention to cease of employment in the calculation of the moderating effect of fit types (Çetinkaya, 2016). Yıluvar (2016) examined the relationship between the variables of person-organization fit and organizational commitment in his master's thesis on 400 hospital employees, and as a result of the analyses, it was determined that person-organization fit affected the dimensions of commitment to work and organizational commitment. A positive relationship was found between person-organization fit and commitment to work and organizational commitment.

It was concluded according to the analysis results of Özçelik's (2011: 64) master's thesis on nurses that there is no statistically significant relationship between nurses' person-organization fit and the continuance and affective commitment dimensions of organizational commitment and there is a statistically significant relationship with their normative commitment. While the nurses' level of fit to their hospitals is independent from their affective and continuance commitments, the increase in person-organization fit leads to an increase in the level of normative commitment.

## **2.2. RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ETHICAL LEADERSHIP**

As mentioned in the studies that reveal the relationship between organizational commitment, which is being defined as the adoption of organizational values and goals, and ethical leaders it is important for ethical leaders to inspire and motivate employees and to be role models in terms of creating an organizational trust environment.

Ethical leaders prepare an environment that makes the needs and objectives of the organization and the needs and objectives of the employees fit each other with their behaviour and the methods they use in the organization. Thus, the employees adopt the goals of the organization and become committed to their organizations. It is ethical leaders who prepare an environment where ethical norms and this point of view are



shared (Dickson et. al., 2001). It has been defended especially by Cullen (2003) that an ethical climate that is sensitive to its employees and their needs strengthens commitment to the organization. Meta-analytical research also shows that an ethical work environment supports organizational commitment and job satisfaction (Martin and Cullen, 2006). Also, it was observed that organizational commitment levels of the employees whose decision-making were supported, encouraged and cared and fairly approached by their leaders were higher (Altun, 2013:46).

On the other hand, ethical problems and unethical behaviours that are frequently encountered in organizations can cause conflicts and aggressive behaviours among employees. Unethical behaviour affects employee motivation, performance, job satisfaction and naturally the quality of life of the organization negatively, and also reduces the perception of organizational commitment of the individual. Unethical behaviours arising from both individual and organizational reasons shows itself in situations such as discrimination, bribery, corruption and mobbing. In order to prevent these behaviours from occurring within the organization, the ethical climate structure and ethical principles must be adopted by all employees (Bilgen, 2014: 103). It becomes evident from this point of view that the ethical behaviour of an organization is a very important management problem, and the organization's management must lead with ethical behaviours in terms of controlling and improving ethical behaviours and organization's management must manage this process with this leadership style. In the formation of ethical-based behaviour patterns in organizations, the existence of a leadership based on ethical principles is of great importance as well as a managerial culture based on ethical principles, leadership abide by ethical principles, ethical based managerial decision-making structures and trainings organized in line with ethical principles (Bilgen, 2014: 108).

Studies conducted between ethical leadership and organizational commitment are important in terms of explaining the relationship between the two variables. Neubert et al. (2009) conducted one of these studies and identified that the leader's ethical behaviours have direct and indirect effects on individuals' job satisfaction and organizational commitment, and it has been revealed that ethical leadership affects the relationships between ethical climate, job satisfaction and organizational commitment in a binding way. In the study conducted by Turan (2019: 74), it was determined that

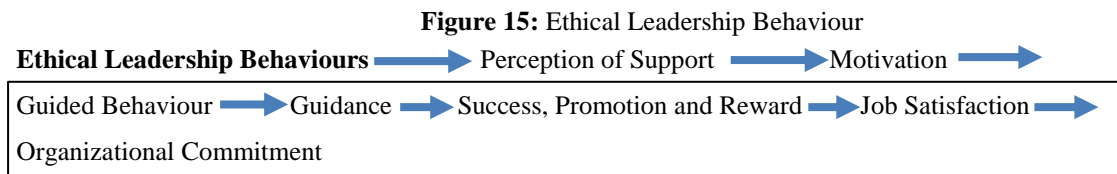
ethical leadership positively affects organizational commitment, and ethical leadership perception does not differ according to education level, working hours in the organization and income level. Bahadori et al. (2021:145) conducted a study on 200 firefighters in Tehran that measured the relationship between ethical leadership and organizational commitment. The results show a significantly positive relationship between ethical leadership and organizational commitment among the firefighters. Therefore, by using ethical leadership method, i.e. being a role model, improving the relations between management and employees, establishing trust and mutual respect, managers of fire departments can increase firefighters' organizational commitment, affective commitment, continuance commitment and normative commitment and prevent them from quitting. Abuzaid (2018: 187) in his study on people working in 13 commercial banks in Jordan, the results show that there is a positive and significant relationship between ethical leadership and two components of organizational commitment, namely, affective commitment and normative commitment. Additionally, the results show that there is no relationship between ethical leadership and continuous commitment. Hassan, Mahsud, Yukl, and Prussia (2013: 140) emphasize that ethical leadership positively affects emotional commitment. Erdogan (2018: 84) determined that ethical leadership positively affects the normative commitment dimension of organizational commitment. In addition, it is one of the research findings that as the seniority of the employees increases, their organizational commitment also increases. As a result of the study carried out by Özer (2020) on 232 employees working in accommodation enterprises with 3-star tourism operation certificate in the province of Hatay, it was determined that ethical leadership positively affects affective, continuance and normative commitment.

Employees feel the need to participate in decisions about the future of the organization, and being considered as "individuals" gives them confidence. Having the opportunity to express their opinions clearly, to contribute to the improvement processes, to contribute to some of the decisions that can carry the establishment to the future and to contribute to determining a goal in this direction, the behaviours of the leader within the framework of ethical rules will create a sense of belonging in the employee. In such a situation, the individual will continue to stay in the organization for a longer time and work with great willingness and devotion (Bulut, 2012:63).

According to Piccolo et al. (2010), ethical leadership positively affects the performance of employees. Job performance has a complex network of factors such as competence, knowledge, experience, leadership behaviour and motivation (Bulut, 2012: 64) and it is possible to formulate this relationship as follows.

**PERFORMANCE**= P(competence) x P(knowledge) x P(experience) x P(leadership behaviours) x P(motivation).

Being competent, knowledge, experience, the behaviour of the leader and the ethical leadership behaviours that are effective in performance resulting from motivation are among the most powerful factors that motivate and mobilize the individual. In this context, the individual, whom mobilized with the perception of support, is motivated towards goals within line with purposed. An individual who works with a focus on target while being success and solution focused will provide job satisfaction by benefiting from the promotion opportunities and rewards fairly, and it will be seen that the employees have an important function in the way of realizing their commitment to the organization. In the light of all these explanations, it is possible to analyse ethical leadership behaviours as shown in Figure 15 below.



**Source:** (Bilgen, 2014: 102).

As shown in the flow chart above, ethical leadership behaviours ultimately create job satisfaction in employees and affect their organizational commitment.

As a result, in organizations where ethical climate prevails, and with the presence of leaders abide by the ethical principles, those who work in that organization will be able to receive organizational support, develop a sense of belonging to their organization and experience high job satisfaction. Employees who have high job satisfaction also have low intention to cease of employment, and their probability of working in the organization for many years may increase. It can be said that ethical leaders have a great influence on these positive outcomes.

### **2.3. RELATIONSHIP BETWEEN ETHICAL LEADERSHIP AND PERSON-ORGANIZATION FIT**

The deficiency or lack of fit between the person and the organization can lead to some negative outcomes, including not feeling connected to the organization and leaving the job as a result, and positive outcomes can be obtained in organizations that have achieved high level of person-organization fit. Leaders in the organization have a key role in adopting ethical guidance and ethical behavior. These ethical leaders have the power to influence their subordinates by rewarding their ethical behaviors and punishing unethical behaviors. Therefore, one of the two positive outcomes of ethical leadership is person-organization fit (Deconink, 2014:1086). Person-organization fit is the similarity between the culture of the organization and the personal values of the employees and has a significant impact on the acquisition and continuity of an effective workforce. E.g; There is a positive relationship between person-organization fit and organizational commitment and job satisfaction, and a negative relationship between turnover intention Cable and DeRue, 2002; Hoffman and Woehr, 2006; Kristoff-Brown, Zimmerman, and Johnson, 2005).

In organizations where the ethical climate is dominant and ethical values are adopted by their subordinates by the leaders, employees can be self-confident and more courageous and have higher job performances. This positive atmosphere can also facilitate the harmonization of employees with their organizations Conducted studies are important in terms of explaining the relationship between ethical leadership and person –organization fit are summarized below:

According to the results of Deconinck (2014)'s research on 331 sales employees, the results indicate that ethical leadership directly influences salespersons' perception of the degree to which their values fit with the organization's values, their willingness to engage in extra-role behavior, organizational identification, and turnover intentions. The results show that ethical leaders positively influence employees' job attitudes and behaviors.

Among the values measured in the related studies of Cable and Judge (1996), the following values that are important for the research of Coldwell et al. These; “taking personal responsibility”, “fairness” “tolerance, “a clear guiding philosophy”, “being

socially responsible” and “having a good reputation”. It is revealed in this framework that ethical values affect the attractiveness of potential employers on ethical grounds in terms of person-organization fit. (Coldwell et al., 2008: 616). In the study conducted by Khuong and Nhu (2015: 329) on 300 employees working in the tourism industry in Ho Chi Minh City Vietnam, it was seen that ethical leadership and adaptive culture indirectly affect organizational commitment through the sociality of the employees.

In the study of Kerse (2019) on 205 employees working in private and public hospitals, the obtained findings demonstrated that ethical leadership strengthened the trust in the organization both directly and over person–organization fit. Moreover, based on the findings, it was determined that ethical leadership increased extra-role service behavior by means of organizational trust. In Grobler and Grobler (2021:21)'s public and private sector comparative research, the findings of this study suggest that ethical leadership (EL) has a significantly positive effect on person organization fit.

In a study conducted by Coldwell et al. (2008: 612) in a university in the Republic of South Africa, the social performance perceptions of black students were found to be above their social performance expectations, while the opposite findings were obtained in white students. In the research of Coldwell et al. (2008: 612), practices that carry social responsibility or an example of ethical behaviour in organizations increase the general organizational satisfaction of the employees. In other words, individuals who work in organizations that have an ethical climate and an ethical management also have a high level of person-organization fit (Akbaş, 2010: 193).

Li, (2006) examined the relationship between person-organization fit and leader behaviours on employees in organizations in Eastern China in terms of the effect of both person-organization fit and leader behaviours on the motivation, trust and commitment levels of the employees. As a result, it has been determined that transactional and team-based leadership behaviours have a significant effect on personal-organization value fit among the concerned organizations. At the same time, it was determined that leadership behaviours have an effect on trust, motivation and organizational commitment that employees feel towards their managers.

Gürkan et al. (2014: 543-556) examined the moderating role of manager support in the effect of person-organization fit on job satisfaction with 326 personnel working in 4- and 5-star hotel establishments and 1st class resorts operating in our country. As a

result of the research, they identified that the person-organization fit have a significant relationship on manager support (Özdemir et. al., 2019: 83-84).

According to the results of Özçelik's (2011: 64) study on nurses, it was identified that there is a statistically positive significant relationship between nurses' levels of person-organization fit and their perception of ethical climate. Accordingly, as nurses' adaptation to their hospitals increases, their positive ethical climate perceptions about their hospitals also increase.

In the study of Valentine et al. (2002:349) on 304 young employees, they identified that ethical values have a positive relationship with person-organization fit.

Based on these results, ethical leaders are needed in addition to organizational management and culture in the formation, implementation of the ethical climate and ethical climate to be adopted by employees. Because of this reason, it can be said that organizations that achieve person-organization fit will have positive ethical climate perceptions with the moderating role of the ethical leader.

#### **2.4. RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, ETHICAL LEADERSHIP, PERSON - ORGANIZATION FIT AND MODARATING ROLE OF ETHICAL LEADERSHIP**

Ethical leaders have significant influences on their followers according to both organizational behaviour and social learning theory. The followers to make ethical decisions not only creates positive organizational behaviour outcomes such as job satisfaction, motivation and organizational commitment, but also makes the followers to show social learning behaviour by taking the trustworthiness and honesty of ethical leaders as role models as another positive outcome. Generally, the managers in the organization are considered as role models in adopting normative behaviour due to their positions. Every ethical leader is a role model for ethical behaviour. Depending on this learning model, employees can also learn to act ethically by observing their leaders. In addition to direct observation, the rewarding and punishing power superior possesses can also affect the behaviour of employees. Ethical leaders reward ethical behaviour and punish unethical behaviour. Thus, they ensure that the employees perform the desired behaviours (Mayer et. al., 2012).

When leaders act ethically, when they tell their employees about the importance of ethics, when they use the reward and punishment system to encourage ethical behaviour, and when they create acceptable codes of conduct in the group employees also display more ethical behaviour. In this case, when employees perceive their leader's behaviour as ethical, they may feel more committed to their organization. Employees who feel committed to their job may also experience more organizational identification and avoid unethical behaviour (Vezir, 2017: 43- 44).

While there are many studies that analyse the effects of ethical leadership on organizational and individual outcomes, there are very limited number of studies that analyse the moderating role of ethical leadership. However, in the relevant literature, although there are no studies that discuss the moderating role of ethical leaders with variables of organizational commitment, person-organization fit, the study conducted by Philipp and Lopez (2013) is one of the similar studies showing that ethical leadership has a moderating role in this limited field. In this study, the relationships between person – organization fit, ethical leadership, and organizational commitment were researched. According to the data obtained from the study, the perception of ethical leadership has moderating role in the relations between the variables discussed in the study. Namely, if the employee's long-term expectations regarding his organization are not realized, the affective and normative commitment employee feels towards his/her organization decreases.

Focusing on the premises and outcomes of corporate social responsibility and the moderating role of ethical leadership in their studies, Zhu et al. (2014) stated that the positive relationship between corporate social responsibility and company reputation becomes stronger when the perception of ethical leadership is high. In the research conducted by Yuhjung Shin (2012) on 223 general managers and 6021 employees in South Korea, it has been determined that the ethical leadership demonstrated by the senior management strengthens the ethical climate in organizations and increases the ethical decision-making tendency of the employees. Similarly, Mayer, Kuenzi, and Greenbaum (2010) showed that there is a strong positive relationship between ethical leadership and ethical climate. In the study by Mayer et al. (2009) that 904 employees and 195 managers from 160 establishments in the United States were included, it was seen that the ethical leadership of the senior management indirectly affected the

behaviours of the employees. Namely, when employees perceive their first superior as an ethical leader, the tendency of employees to behave improperly in the workplace decreases and their tendency to display organizational citizenship behaviours increases.

Along with these studies, it is discernible that ethical leadership strengthens the relationship with variables such as job satisfaction, organizational commitment, person-organization fit, organizational identification, organizational trust, organizational citizenship, corporate reputation, organizational and social justice, emotional labour, innovative work behaviour (Cullen, 2003; Gürkan et. al. 2014 ; Li, 2006; Neubert et. al. 2009; Şenel and Aydoğan, 2019; Turgut and Sökmen, 2018; Yanık and Naktiyok, 2015) have positive impact variables such as intention to cease of employment, burnout, negligence, which are negative for the organization. It appears to have a healing effect (Çekmecelioğlu et. al, 2017; Yanık and Naktiyok, 2015).

In this study, the moderating role of ethical leaders in the relationship between organizational commitment and person-organization fit is being discussed. Based on the researches, it was seen that the ethical perceptions of the managers' behaviours were effective in the formation and continuation of organizational commitment and person-organization fit. This study predicts based on the literature that ethical leaders strengthen the relationship between the variables of organizational commitment and person-organization fit, in other words, have a moderating effect between these two variables. In other words, it is predicted that the perception of ethical leadership behaviours in the organization will increase the level of organizational commitment and person-organization fit of the employees; otherwise, it will decrease and unethical behaviours may develop and the employees' sense of belonging towards their jobs may weaken, and there will be misfit between the goals and values of the organization and personal characteristics of employees.



## **CHAPTER THREE**

### **A RESEARCH ON MODERATING ROLE OF ETHICAL LEADERSHIP ON AFFECT OF PERSON-ORGANIZATION FIT ON ORGANIZATIONAL COMMITMENT**

Significance, importance, method of the research and used measures are included in this part. Then the research question, boundaries, universe of hypotheses and sample of the research, variables of the research, research model and hypotheses are created. Finally, findings regarding the analysis of the data collected from the research are included. In this study, quantitative research method has been preferred.

#### **3.1. PURPOSE OF THE RESEARCH**

This research has two main aims. The first of these is to determine the effect of employees' person-organization fit and ethical leadership on affective, continuance and normative commitment, which are sub-dimensions of organizational commitment. The other main purpose is to reveal the moderating role of ethical leadership in the relationship between person-organization fit and organizational commitment. In addition, it is aimed to determine whether employees' perceptions of person-organization fit, organizational commitment and ethical leadership differ according to demographic variables.

#### **3.2. SIGNIFICANCE OF THE RESEARCH**

In accommodation establishments, which are one of the most important establishments that constitutes tourism industry, employees are the most important factor of production. Due to global economic growth, current technological developments, increasing competition and because of dynamical structure of the tourism industry, the accommodation establishments trying to make a difference in the industry and maintain their existence by holding creative, knowing and experienced employees. Because of this reason, efforts are made to attract qualified employees to the

organization and to ensure their organizational commitment and these efforts are considered primary purpose of the organization. In accommodation establishments which are service and labour-intensive, the communication and interaction with the customers is intense, customer satisfaction depends on the performance of the employees. One of the strong factors that affect the performance of employees is the person-organization fit. When the expectations of the establishment and the expectations of the qualified employees are in balance and fit, this reflects on the employees' attitudes and behaviours towards the job. Job satisfaction levels and organizational commitment of employees who have positive attitudes and behaviours may also be high.

The case that employees to display positive attitudes and behaviours can be possible with reliable, visible, fair and principled ethical leaders who support their subordinates in organizations. It can be said that the employees who have leaders that display such leadership display stronger loyalty to their organizations, in other words, ethical leaders support high level of organizational commitment of the employees.

With this study, it is thought that measuring the role of ethical leaders as a moderator in the relationship between person-organization fit and organizational commitment of employees on the basis of accommodation establishments will be important in terms of showing the necessity of establishments to include ethical principles and ethical leaders in their management more. Also, measuring the organizational commitment of employees and the level of person-organization fit can ensure establishments and employers to manage their recruitment processes better in human resources management. From an academical point of view, it is thought that it will make a significant contribution to the relevant literature as it is the first study in the universe of accommodation establishment employees to evaluate the variables of person-organization fit, organizational commitment and ethical leadership, and it also will guide similar studies to be conducted from now on.

### **3.3. RESEARCH METHOD AND CREATION OF RESEARCH SCALES**

In the research firstly, sources such as domestic and foreign theses, scientific articles, papers, etc. in the literature on organizational commitment, ethical leadership and person-organization fit, which are the dependent and independent variables of the

research, are being used. Theoretical information was collected and evaluated. As a result of these, the process of collecting primary data has been started. The questionnaire form (Annex-1) that will be used in order to obtain primary data has been decided. Because of this reason, the survey technique, which is one of the quantitative methods, has been used. Because the survey technique is affordable and also it is a data collection technique that is frequently used in the field of social sciences in terms of being able to reach a large number of data and being able to reach large masses (Ural and Kılıç, 2013: 53-54), the survey technique which is face-to-face, via e-mail and online had been chosen in the research.

Research survey consists 4 different parts. In these four sections, there are open-ended and closed-ended questions according to the clarity (structuring) of the answer options. While open-ended questions provide the opportunity to write the answer they want to the answerer, closed-ended questions are being answered with choices. In open-ended questions, listing questions, gap-filling questions; It is seen that there are classification questions and Likert type rating scales in closed-ended questions. It is discernible that there are listing questions and filling the blank questions in open-ended questions and as for the closed-ended questions there are classification questions and Likert-type rating scales questions (Büyüköztürk et. al., 2018: 132; Yazıcıoğlu and Erdoğan, 2014: 96-98). In addition to that, there are two measurement levels as nominal (classification) and ordinal (sorting) in the questions that are in the survey form. Although the numbers and symbols used with nominal (classification) measurement are only representative, they do not go beyond being an identification indicator. In other words, subordinate/superior does not constitute an important/unimportant situation. Ordinal (sorting) measurement on the other hand makes it possible to specify whether a feature is more or less carried by an object. However, it is not possible to determine the absolute size of the difference. (Altunışık et. al., 2012: 111; İslamoğlu and Alnıaçık, 2016: 170). The demographic questions in the survey form were prepared with this nominal and ordinal measurement.

In survey part, questions about demographic information, organizational commitment, person-organization fit and ethical leadership are included respectively. The survey consists 47 questions in total as 10 about demographic questions, 18 about organizational commitment, 9 about person-organization fit, 10 about ethical leadership.

The dimensions regarding scales in the survey is as follows: Organizational commitment: (18 statements) statements between 1-6 are affective commitment, between 7-12 are dimension of continuance commitment, between 13-18 are normative commitment dimension. Person-Organization Fit (9 statements): 1-2-3 No. statements are value fit, 4-5-6 No. statements are needs-supplies fit, 7-8-9 no. statements are demands-abilities fit dimensions respectively. As for dimensions regarding scale of ethical leadership are 10 statements and they are being explained in one single dimension. In this dimension behaviours of the leader, honesty, trust to the leader, interactive justice, bad behaviours and ethical concepts are included. Likert scale is being used for the articles of the scales that are in the last four parts. It is scaled as 1=Strongly Disagree, 2=Disagree, 3= Indecisive, 4=Agree, 5=Strongly Disagree. Detailed descriptions of these scales, which are used in the research and constitute the last three parts of the questionnaire form, are listed below:

The "Organizational Commitment Scale", which was developed by Meyer and Allen in 1991 and then revised again in 1993 by Meyer, Allen and Smith (Meyer et. al, 1993: 548), consists 18 statements and 3 factors is being used in determining the perception of organizational commitment. The reliability of the scale has been tested in researches that are conducted in the field. For example, in the studies conducted by Meyer and Allen in different periods, the reliability coefficient (Cronbach's Alpha) of the 3-factor scale is in the range of 0.74 - 0.89 in the affective commitment factor (Cronbach's Alpha) according to the factors. In continuance commitment factor, (Aronbach's Alpha) changes between 0,69 – 0,84 interval, in normative commitment factor it changes between 0,69 – 0,79 interval (Meyer and Allen, 1991: 79). The reliability coefficient (Cronbach's Alpha) for the overall scale was found to be 0.86 in the doctoral thesis study, which tried to measure the effect of personality traits of employees in hotel establishments on organizational commitment and job satisfaction (Arslan, 2017: 97).

“Person – Organization Fit Scale”, which was developed by Cable and Derue (2002) and which is parallel to the complementary fit and integrative fit approach made by Kristof (1996), was used in determining the person-organization fit.

The final form of the survey that is being applied in the research was taken from Guliyeva's (2018) “A Study on the Relationships Between Psychological Contract,

Person-Organization Fit, Organizational Attractiveness and Emotional Labor Levels” titled doctoral thesis. In the study conducted by Netemeyer et al. (1997) on person-organization fit, the Croanbarch Reliability Coefficient was found as  $\text{Alpha} = 0.88$ . The Turkish validity level of the scale was analysed by Turunç and Çelik (2012), and although the Cronbach's Alpha Reliability Coefficient was  $\text{Alpha} = 0.88$  in the original scale, it was determined as  $\text{Alpha} = 0.81$  for Turkish version.

The ethical leadership scale developed by Brown et al. (2005) was used to determine the perceptions of Ethical Leadership. The suitability, validity and reliability of the scale used in the study for use in Turkish by eliminating misunderstandings arising from cultural differences were carried out by Tuna, Bircan, and Yeşiltaş (2012). Questions about ethical leadership were taken from Yeşiltaş's (2012) “Ethical Leadership and Ethical Climate as Determinants of Organizational Identification: An Application for Hotel Establishments” titled doctoral thesis. In this study, the Cronbach Alpha coefficient for the reliability of the scale was calculated as 0.92.

Survey questions are being examined by 2 academicians from Yuzuncu Yıl University Turkish Language and Literature department in terms of language, expression and grammar rules. Academicians who received expert opinions on this subject are Lecturer Zeynep Kişi, Asst. Prof. Hatice Coşkun. The accuracy of the translation of the survey questions from English to Turkish was checked by 2 translators who has lived in the United States for many years and 1 Sworn English and some necessary arrangements were made. People who received expert opinions on this subject are Deniz Kaya, Elif Ensari and Alp Buğra Güneyli. Finally, the opinions and approvals of the expert academicians working in the field of Tourism management and management organization regarding the content of the survey were obtained. Academicians who received expert opinions on this subject are Asst. Prof. Songül Düz Özer, Lecturer Dr. Lütfullah Sadi Toprak and Research Asistant Dr. Özgür Çalkın. The questionnaire was finalized in line with these opinions and suggestions, no expression was removed, a few words were arranged, and the pilot study phase was initiated.

Pilot study phase is applied to managers and employees of 5 4- and 5-star hotels operating in the city centre of Van between November - December 2019 due to the ease of accessibility. 53 participants were included in the study, 51 surveys were included in the analysis. Confirmatory factor analysis and reliability analysis were performed with

the help of SPSS 25 statistical analysis program for testing the validity and reliability of the data. It was determined as a result of the reliability analysis that the individual Cronbach Alpha coefficients of each scale were 0.82 for the organizational commitment scale, 0.91 for the person-organization fit scale, and 0.92 for the ethical leadership scale. Accordingly, it can be said that the reliability is at a sufficient level since the Cronbach Alpha values for four scales are higher than 0.70. In line with the information obtained from the pre-trial, the draft surveys were renewed and the necessary corrections were made, the final form was given to the survey main research phase was started.

### **3.4. RESEARCH QUESTIONS, BOUNDARIES AND ASSUMPTIONS**

This research is based on the examination of the moderating role of ethical leadership on the relationship between organizational commitment and person-organization fit of the employees of accommodation establishments. Examining the level of the perception of the ethical leaders, organizational commitment and person-organization fit of the employees are, what kind of a moderating role ethical leadership on the relationship between organizational commitment and person-organization fit also on the relationship between person-organization fit – organizational commitment dimensions and ethical leadership- organizational commitment dimensions are forming the research question. By examining the relations between the variables in the model, answers to the sub-questions of the research are sought:

1. Is there a significant relationship between person-organization fit and organizational commitment?
2. Is there a significant relationship between person-organization fit and sub-dimensions of organizational commitment?
3. Is there a significant relationship between ethical leadership and sub-dimensions of organizational commitment?
4. Is there a significant relationship between ethical leadership and person-organization fit?
5. Does ethical leadership have a moderating effect in the relationship between person-organization fit and organizational commitment?
6. Do employees' perceptions of person organization fit, ethical leadership and organizational commitment differ according to demographic variables?

The boundary of the study is being constituted from the moderating role of ethical leadership in the relationship between personal-organization fit and organizational commitment is evaluated within the constraint of 4- and 5-star hotels in Izmir province and limited to the data obtained from the establishments that are in the sample. The reason for the choice of the 4- and 5-star hotels is because most of them operate yearlong, they have a steadier organizational structure than smaller scale hotel establishments, and they employ professional managers and department chiefs and the assumption of the existence of ethical applications in the management due to corporateness.

The reason for choosing the hotels that are open yearlong in the sampling is because of the assumption that it will be important in terms of measuring organizational commitment and person-organization fit of the employees more realistically. As stated in the literature part, working period is one of the important factors that effects organizational commitment. As the working period increases, the organizational commitment of the employees also increases. Again, a period of time must pass before employees can work in fit with their organizations. Employees who stay in the organization for a long time may attempt to fit their values with the values, goals and objectives of the organization. One of the reasons for choosing the Province of Izmir for the research is the ease of transportation, the existence of corporate accommodation establishments and the thought that such a study in Izmir can fill the deficiency, since similar studies are generally carried out in Antalya.

Another restraint of the research is that the application phase of the research is conducted coincided with Covid-19 pandemic. The fact that most of the hotels that are included in the sample are closed due to taken precautions makes conducting face-to-face surveys hard, and the participants are being tried to reached by e-mail and online surveys. This situation makes the surveys to be collected later and with great difficulties. Also, because there are many hotel employees are being discharged due to the pandemic makes reaching working personnel harder. The survey link is being sent to them via reaching their personal phone numbers and social media accounts. The research to make inferences only through quantitative data is another restraint. Because of this reason it can measure the effects of ethical leadership behaviours on person-

organization fit and organizational commitment variables, it can resort to support the results by observation and open-end interview questions.

The assumptions of the research are;

- Participants whom answered the survey perceived the questions rightly and answered them truthfully,
- Chosen sample represents the field,
- The used scales and applied research method are in accordance with the purpose of the research and the solution of the problem and
- The techniques used in the evaluation of the data are methods that are in accordance with the purpose of the research.

### **3.5. UNIVERSE OF THE RESEARCH AND THE SAMPLE**

In a scientific research, even if researchers wish to generalize their study findings to a large population, the generalizability of the results of the research can lead to a loss of both time, effort and money (Özen and Gül, 2007:395). In a scientific research, one can go to the whole universe (general population) or to the study universe, which is more limited and accessible (target population) (Balcı, 2015: 96). Because of this reason, the study universe of the research consists of the employees working in the city hotels with 4- and 5-star tourism operation licenses in the city centre of Izmir. According to Izmir Provincial Directorate of Culture and Tourism 2020 data, a total of 24 5-star and 50 4-star hotels with tourism management certificates operate in Izmir. There are 32 4- and 5-star hotels operating for 12 months in the city centre of Izmir (<https://izmir.ktb.gov.tr/>, Date of Access: 15.06.2020). The reason for choosing the hotels that are operating in the city centre for 12 months as the sample is the measurement of the organizational commitment of the employees in the study. Because, as mentioned in the literature section of the research, the long working hours of the employees have an effect on the development of organizational commitment and the length of these working periods is important for the analysis to have more efficient results.

The sample is being defined as a set of units or elements that are selected from the population of the research with any method and it is capable of representing the population (Ural and Kılıç, 2011: 35). In this study, the non-probabilistic convenience



sampling method was used as the sampling method. Convenience sampling method involves including only accessible individuals among the individuals to be selected for the sample (Gegez, 2010: 217). In other words, this method can be defined as including the people who can be evaluated within the scope of the sample in the study by the researcher (Altunışık et al., 2012: 141).

In order to determine the number of employees in the sample, the number of personnel per bed in internationally hotel enterprises was based as 0.50 (Erdem, 2004: 48). Despite this, because of the necessity to determine the sample with more tangible data, the establishments that can be reached are being called and their current number of employees are being learnt, the number of employees for the establishments that cannot be reached are being learnt from a governmental agency (04.03.2021). In line with the obtained data, there are 1634 employees working for 4- and 5-star accommodation establishment certificated establishments in the city centre of Izmir province. The design of the study was chosen as a field study. Sampling method was chosen in this study. P and Q values were formulated as 0.5 in order to study with a large sample. In this direction, the sample size ( $Z= 1.96$ ) consisting of 5% margin of error and 5% significance level is as follows:

$$n = \frac{1634 (0,5)(0,5) (1,96)^2}{(1634-1) (0,5)^2 + (0,5) (0,5) (1,96)^2} \cong 312$$

In the formula that calculates the sample size, if the sample number reaches at least 312 employees in the research, the level of the sample representing the main mass will be deemed to have been achieved.

It has been stated that in studies that the entire the population cannot be reached or when number of samples is over one million, a sample size of 384 being taken from population will be enough within %95 confidence interval and taking %5 margin of error into account (Ural and Kılıç, 2011: 49; Yazıcıoğlu and Erdoğan, 2011: 88- 89). Also, it has been mentioned in the literature that taking five or ten times of the number of the articles in order to determine sample size. (Çokluk, Şekercioğlu and Büyüköztürk, 2018: 206). Because of this reason, purpose was to reach 450 people in practice, with regards to there are 47 expressions in the survey, to ensure that the factor

distributions to be right as a result of factor analysis in the scale, in order the structural equation model that will be created to work well, and the sample to represent the population of the study well. According to the information obtained from the interviewed establishments on April 2020, which is during the period when the survey was collected, more than half of the employees were sent on unpaid leave due to the Covid 19 outbreak. This situation was taken into account when calculating the sample size. Between May 2020 and April 2021, a total of 469 the survey has been collected within this context. 221 of surveys were obtained through face-to-face interviews, which is the traditional method, and by hand-in hand-out method, 248 of the surveys are obtained online from the participants who could not be interviewed face to face. 447 of surveys were evaluated.

### **3.6. HYPOTHESES AND MODEL OF THE RESEARCH**

Person-organization fit of hotel employees, the relationships between their organizational commitment levels and the ethical leadership and determining the moderatory role of ethical leadership in terms of cause-and-effect relation consist the main purpose of the research. As a result of literature review with this purpose, the relationships between below mentioned variables are being examined and hypotheses of the research are created from these relationships, the research model is being created. Hypothesis states the expectations about what type of relationship between variables in research problem and at the same time the judgements. Researcher presents his/her intuitions towards the relationships he/she thinks to be existed between variables with hypotheses. (Altunışık, Coşkun, Bayraktaroğlu and Yıldırım, 2012:20). İslamoğlu and Alınacıık (2014: 31) explain the hypothesis as recommendations that should be accepted or rejected in order to solve the research problem. Hypotheses state the relationship between at least two variables that can be measured or are there is a possibility that they can be measured, and must be based on a theoretical structure. The theoretical researches based on the developed hypotheses and hypotheses are as follows:

While people feel the feeling of inadequacy when they are not fit with their environments, they will feel more positive feelings when they fit. High level of person-organization fit, most likely high sense of satisfaction, will ensure the development of their intention to stay in the organization for longer time (Akbaş, 2010: 225). In the

research model of Vilela et. al. (2008: 1013) the relationship of person-organization fit with organizational commitment and the effect of organizational commitment within the relationship with job satisfaction were found. O'Reilly et. al. identified that person-organization fit predicts job satisfaction, normative organizational commitment and working time in the organization. (O'Reilly et. al., 1991: 499). According to the research results of McConnell (2003: 139-145), person-organization fit explains most of the relationship variance with the affective organizational commitment type, and this explanatory ratio is higher than the variance of the relationship between individual and organizational value structures and affective organizational commitment.

In other words, when person-organization fit, individual value structures and organizational value structures were included in the model simultaneously, person-organization fit was a higher predictor of affective organizational commitment than others. Paradigmatic fit with their organizations in terms of their paradigms of employees reflecting their organized intellectual systems related to perception, interpretation and cognition processes, reveals the paradigmatic fit with their organizations. Organizational commitment will be higher in case of the existence of paradigmatic fit between employees and the organization (Tiryaki, 2005: 93).

Finegan shows with findings that perceived organizational values or perceptions of the workplace environment are a strong predictor of organizational commitment, and that individual-organization interaction can have independent contributions of both individual and organization. Accordingly, it is stated that organizations should give great importance to how their values are perceived by employees (Finegan, 2000: 163-167).

Cook and Wall (1980) interpreted organizational commitment as an individual's attitude towards the goals and values of the organization. In this direction, two studies were conducted on individuals working full time in the manufacturing factory, where all participants are men. In their research on 390 blue-collar workers in "Study 1" and 260 blue-collar workers in "Study 2", they emphasized that organizational commitment would increase by increasing the adaptation of individual values to organizational values. Based on these studies in the literature, **H1** was created.

***H1: Person-organization fit of hotel employees has a statistically significant and positive effect on their organizational commitment.***

According to the study conducted by Meyer et. al. (2010) on 627 employees in a big energy company, person-organization fit is an important factor that effect the feelings of the employees and there is a positive relationship between person-organization fit and affective commitment (Çetinkaya, 2016:87).

In the research of Polatçı and Cindiloğlu (2013) on 177 health workers working in private hospital in Corum province and also determined in Çetinkaya (2016:3-4) 's "The Relationship Between Person-Organizational Fit and Organizational Commitment and the Role of Gender in This Relationship" named master's thesis in Kayseri province with 431 teachers sample that there is a positive relationship between person-organization fit and affective organizational commitment. It has also been proven in another study that person-organization fit significantly predicts affective organizational commitment (Öcel, 2013: 42). Individuals with high person-organization fit may also have high levels of affective commitment.

According to the research results of Mc Connell (2003: 139-145), person-organization fit explains most of the relationship variance with the affective organizational commitment type. In other words, when person-organization fit, individual value structures and organizational value structures are included in the model simultaneously, person-organization fit was a higher predictor of affective organizational commitment than others. Based on these studies in the literature, **H1a** was created.

***H1a:** Person-organization fit of hotel employees has statistically significant and positive effect on affective commitment.*

Çetinkaya (2016:3-4) 's "The Relationship Between Person-Organizational Fit and Organizational Commitment and the Role of Gender in This Relationship" named master's thesis in Kayseri province with 431 teachers' sample, they identified that there is a positive relationship between person-organization fit and affective organizational commitment.

Öcel (2013: 43) examined the moderating role of affective commitment, continuance commitment and normative commitment, which are sub-dimensions of organizational commitment, in the relationship between person-organization fit, strength of organizational identity and perceived organizational prestige and contextual performance, in a university sample and it has seen that person organization fit and

organizational commitment increased explained variance to 18% ( $F_{6,174} = 6.56$ ,  $p < .01$ ) by predicting organizational continuation commitment significantly. Based on these studies in the literature, **H1b** was created.

***H1b** Person-organization fit of hotel employees has statistically significant and positive effect on the continuance organizational commitment.*

Çetinkaya (2016:3-4)'s "The Relationship Between Person-Organizational Fit and Organizational Commitment and the Role of Gender in This Relationship" named master's thesis in Kayseri province with 431 teachers sample, it is identified that there is a positive relationship between person-organization fit and continuance organizational commitment. Öcel (2013: 42-43) examined the moderating role of affective commitment, continuance commitment and normative commitment, which are sub-dimensions of organizational commitment, in the relations between person-organization fit, strength of organizational identity and perceived organizational prestige and contextual performance in a university sample, it was identified that it predicted normative organizational commitment and increased the explained variance to 46% ( $F_{6,174} = 25.17$ ,  $p < .01$ ). **H1c** was created based on this research in the literature.

***H1c** Person-organization fit of hotel employees has a statistically significant and positive effect on normative organizational commitment.*

Hunt et al. (1989: 85) identified that organizational commitment is a strong predecessor ( $p < .01$ ,  $R^2 = .17$ ) of organizational ethical values in their research on how organizational ethical values predict organizational commitment. Carlson (2005) reach the conclusion that there is a relationship between ethical climate and affective commitment, and ethical climate explains 37% of the affective commitment dimension, which is one of the sub-dimensions of the organizational commitment. Leader honesty explains 24% of affective commitment. Muller suggested in his study in 2000 that there is a positive relationship between ethical leadership and the level of organizational commitment of employees. Rowden's study with 245 participants in 2000 reveals that ethical leadership style is closely related to organizational commitment and that leaders to be sensitive to the needs of employees, to have a clear vision, and a number of elements that clearly reveal goals and values increase organizational commitment.

Entrepreneurial characteristics, courteous behaviours of the leaders positively affect the organizational commitment levels of employees (Dale and Fox, 2008). Ethical

leadership behaviour is required to increase the level of organizational commitment. An ethical leader will increase the desire of the organization members to stay in the organization and to succeed (Esmer, 2011: 51).

Hassan, Wright, and Yukl (2014: 340) reached the conclusion that ethical leadership increases organizational commitment. It has been stated within this context that ethical leadership behaviours significantly reduce the absenteeism of employees. Apart from the authors whose studies have been included, it is seen that ethical leadership positively affects organizational commitment according to the results and opinions of many other authors (Allen and Mayer, 1990; Brown and Trevino, 2006; Erdoğan, 2018: 83-84; Esmer, 2011: 51; Hassan et al., 2013: 140; Neubert et al., 2009; Turan, 2019: 74). **H2** was created based on these studies in the literature.

***H2:** The ethical leadership perceptions of hotel employees have a statistically significant and positive effect on organizational commitment.*

The study of Eşitti (2019: 54) on the employees of the first-class restaurant enterprises operating in Istanbul with tourism management certificate shows that the perceived ethical leadership behaviour positively affects the affective commitment dimension of organizational commitment. Özçelik (2011: 3) found in his master's thesis on 180 nurses working in a state hospital that the ethical climate positively affected the affective commitment of the employees.

In the study of Oing et al. (2020: 1405) with 467 participants working in the public sector in China, it was seen that ethical leadership positively affected affective organizational commitment.

In Demirdağ and Ekmekçioğlu's (2015: 197) study that 76 blue-collar and white-collar employees working in an establishment in automotive sector, they examined the relationship between ethical leadership and ethical climate perception and organizational commitment, and they show that there is a statistically significant and positive relationship between ethical leadership and affective organizational commitment, which is one of the sub-dimensions of organizational commitment. **H2a** was created based on these studies in the literature.

***H2a:** Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their affective organizational commitment.*

In the study of Eşitti (2019: 54) on the employees of first-class restaurant businesses with tourism management certificate operating in Istanbul, it was identified that ethical leadership positively affected continuance commitment dimensions the highest among the organizational commitment dimensions ( $r = .832$ ;  $p < .001$ ). In the master's thesis conducted by Özer (2020: 116-117) its aimed to determine the effect of employees' perceptions of nepotism and ethical leadership on affective, continuance and normative commitment, which are the sub-dimensions of organizational commitment, the employees of 3-star and tourism management certified hotels operating in the province of Hatay has been selected as sample. It was seen from the results of the study that ethical leadership has a significant and positive effect on continuance commitment. **H2<sub>b</sub>** was created based on these studies in the literature.

***H2<sub>b</sub>:** Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their continuance organizational commitment.*

Master's thesis conducted by Özer (2020 : 116-117) aims to determine the effect of employees' perceptions of nepotism and ethical leadership on affective, continuance and normative commitment, which are the sub-dimensions of organizational commitment, employees of 3-star hotels that have tourism establishment certificate operating in the province of Hatay has been selected as sample. It was seen from the results of the study that ethical leadership has a significant and positive effect on normative commitment. It is seen that 3.6% of the total variance regarding normative commitment is explained by ethical leadership. It has been found in Özçelik (2011: 3)'s master's thesis on 180 nurses working in a state hospital that the ethical climate positively affected the affective commitment of the employees. **H2<sub>c</sub>** was created based on these studies in the literature.

***H2<sub>c</sub>:** Ethical leadership perceptions of hotel employees have statistically significant and positive effect on normative organizational commitment.*

In a study conducted by Coldwell et al. (2008: 612) in a university in the Republic of South Africa, the social performance perceptions of black students were found to be above their social performance expectations, while the opposite findings were obtained in white students. In the research of Coldwell et al. (2008: 612), practices that carry social responsibility or an example of ethical behaviour in organizations increase the general organizational satisfaction of the employees. In other words, individuals who

work in organizations that have an ethical climate and an ethical management also have a high level of person-organization fit (Akbaş, 2010: 193).

Among the values measured in the related studies of Cable and Judge (1996), the following values that are important for the research of Coldwell et al. These; “taking personal responsibility”, “fairness” “tolerance, “a clear guiding philosophy”, “being socially responsible” and “having a good reputation”. It is revealed in this framework that ethical values affect the attractiveness of potential employers on ethical grounds in terms of person-organization fit. (Coldwell et al., 2008: 616). In the study conducted by Khuong and Nhu (2015: 329) on 300 employees working in the tourism industry in Ho Chi Minh City Vietnam, it was seen that ethical leadership and adaptive culture indirectly affect organizational commitment through the sociality of the employees. **H3** was created based on these studies in the literature.

***H3:** Ethical leadership have statistically significant and pozitive effect on person-organization fit.*

Valentine et al. (2002: 349), in their study on 304 young employees, identified that corporate ethical values positively affect both organizational commitment and person-organization fit. As stated earlier in the literature, the most effective people in the adoption, implementation and continuation of ethical values in an organizational culture are ethical leaders.

As a result of the study conducted by Çelik et al.(2014) on 593 employees, hierarchical regression analysis was conducted to determine whether the ethical behavior of managers has a regulatory role in the influence of independent variables on innovative behavior, which is the dependent variable; As a result of this analysis, it has been identified that ethical behavior has a moderator role in the effect of career satisfaction on innovative behavior, while leader member interaction has no moderator effect on innovative behavior.

Babalola et al. (2016) stated in their study that ethical leadership has a moderating effect on strengthening the self-confidence of employees Also, results from 124 employee-coworker-supervisor triads revealed that ethical leadership moderated the relationship between frequent change and turnover intention such that the relationship was positive only when ethical leadership was low.



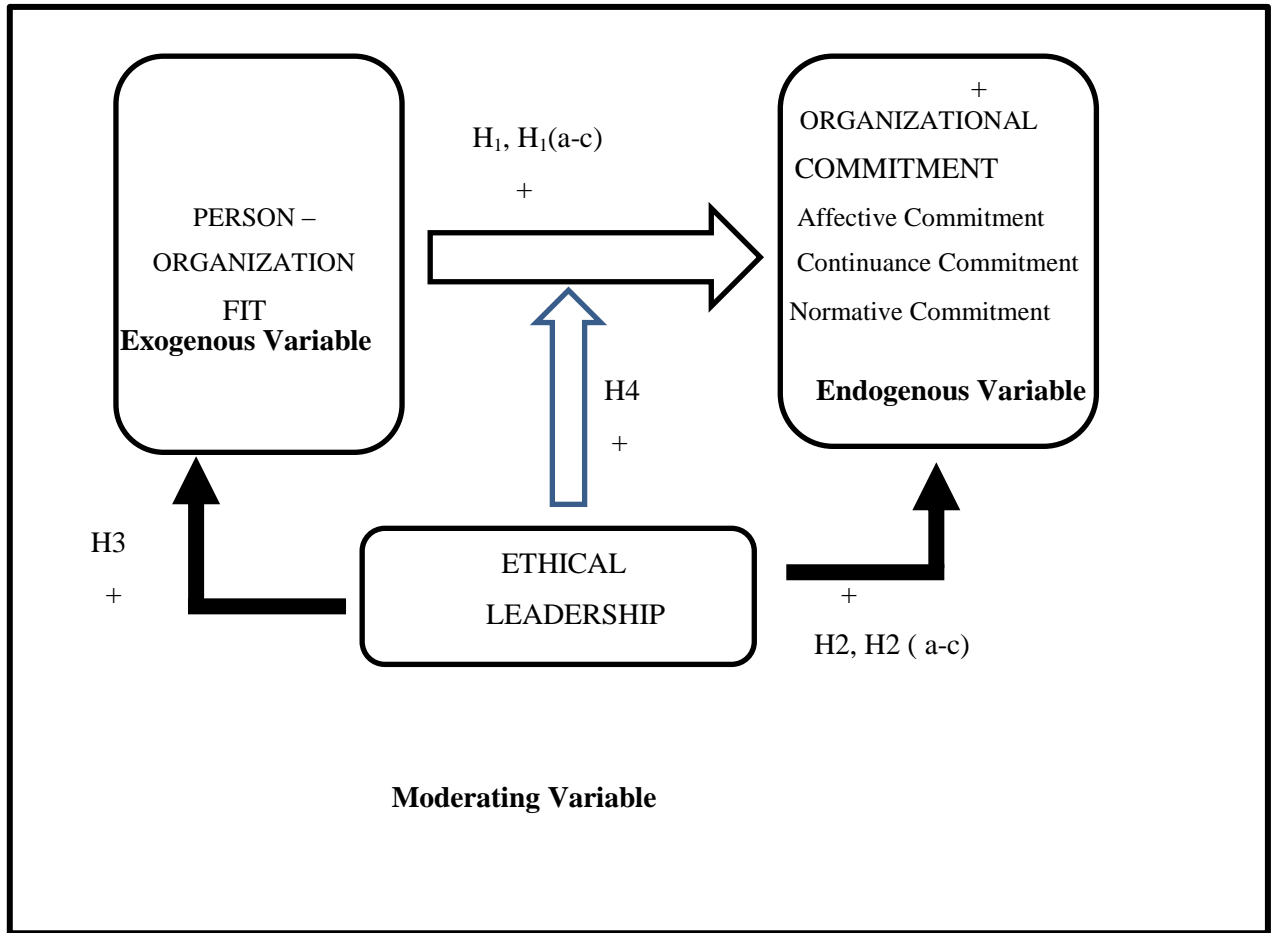
Monga and Cilliers (2016) investigated his/her study that the extent to which employees' perception of ethical leadership moderated their organisational commitment and organisational citizenship behaviour. The results indicated that employee perceptions of high ethical leadership affect their willingness to engage in positive organizational commitment such as psychological attachment, work continuance, normative commitment. By implication, leaders with high ethical conduct have the potential to positively stimulate the commitment of employees towards supporting the organizational mission and values.

Apart from these studies, there are studies on the moderating role of ethical leadership in other organizational behaviour issues (Babalola et al. 2014: 311; Çelik, 2014; Neubert et. al, 2013 ; Philipp and Lopez, 2013; Vezir, 2017; Yates, 2011). On the other hand, as a result of multiple regression analysis conducted in Esmer and Aydoğan's (2019) research titled "The Moderating Role of Ethical Leadership in the Effect of Corporate Reputation on Turnover Intention: A Study in a Public Institution ", ethical leadership has not been found a moderating role on the effect of corporate reputation on turnover intention. However, apart from the few studies mentioned above, there is no study on the moderating role of ethical leadership in the relationship between organizational commitment and person-organization fit.

**H4:** *Ethical leadership has moderating role in the relationship between person-organization fit and organizational commitment.*

The effect of ethical leadership on organizational commitment and person-organization fit and the relationship between organizational commitment and person-organization fit (Cullen, 2003; Neubert et al., 2009; Ulutaş, 2010; Yıluvar, 2016) has been tested in conducted studies. Based on the purpose and hypotheses of this research and as a result of the researches, the model of the research was determined in this study, which reveals the relations between the three variables and the moderating role of ethical leadership. Based on the researches in the literature, person-organization fit was designed as exogenous variable, organizational commitment endogenous variable, ethical leadership moderating variable in the model of this study. The determined model of the research is given in Figure 16:

**Figure 16: Model of the Research**



In social science research, model is analytical frameworks that make complex and difficult to grasp patterns and phenomena that we cannot directly observe become more understandable (Gürbüz and Şahin, 2018: 76). Survey research in which the independent variable or variables that are effective on one or more dependent variables are tried to be determined is called causal survey research. In this type of research design, the antecedent variables that predict a dependent variable and the possible successors of a variable are examined. Mediator and moderator effects between the two variables are investigated (Gürbüz and Şahin, 2018: 108). In line with these explanations, the person-organization fit in the model in figure 16 above is the exogenous variable, organizational commitment is the endogenous variable, and ethical leadership is the moderating variable.

### 3.7. ANALYSIS OF DATA

The data obtained in the research were analyzed using the SPSS (Statistical Package for Social Sciences) for Windows 25.0 software. The moderating role was

performed to test the research model. AMOS 21 was used for the moderating role of ethical leadership.

While evaluating the data, descriptive statistical methods (number, percentage, mean, standard deviation) were used. In addition to the normality tests whether the data are normally distributed, histogram, Q-Q graph and box-plot graphics; skewness and kurtosis; it can be evaluated with distribution measures such as the coefficient of variation (Hayran and Hayran, 2011:35-48).

In order to ensure normality, the values should be observed close to a 45-degree line in the scattering diagram of the data and should be positioned by centered the median line of the box in the box line graph (Büyüköztürk, 2011:40). The normal distribution was checked with fitness normality tests and kurtosis skewness values.

**Table 7: Kurtosis and Skewness Values of the Scales**

<b>Scales</b>	<b>Kurtosis</b>	<b>Skewness</b>
<b>Organizational Commitment</b>	-0.477	-0.226
Affective Commitment	-0.371	-0.284
Continuance Commitment	0.141	-0.488
Normative Commitment	-0.331	-0.366
<b>Person – Organization Fit</b>	-0.498	-0.540
Need and Fulfillment Fit	-0.754	-0.422
Value Fit	-0.720	-0.380
Demand Abilities Fit	0.197	-0.866
<b>Ethical Leadership</b>	-0.097	-0.666

The kurtosis and skewness values of the scales used in the research are given in Table 8 The normal distribution of the data depends on the skewness and kurtosis values being between  $\pm 3$ . It was observed that there was no excessive deviation from normal in both the kurtosis skewness values and the scores of the scales, and it was concluded that the normality assumption was met. It was determined that the  $\pm 3$  range was not provided for the other scales and sub-dimensions. However, while performing the comparison tests, group-based normalities were examined and comparison tests were applied as a result of group-based normalities

Reliability analysis is carried out to test whether the statements in the scales show consistency among themselves and whether all of the statements measure the same subject (Ural and Kılıç, 2006: 286). In order for the tests and results to be reliable, the measurements must be reliable. In this context, the reliability of the scale was examined

with Cronbach Alpha. In addition, Explanatory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed for the reliability and construct validity of the adapted scale.

In cases where the assumption of normal distribution was provided in the analysis of the data, the independent sample t-test was used for two groups and the ANOVA test was used for more than two groups to compare the quantitative data. However in cases where there was no normal distribution, Mann Whitney U test was used for two groups and Kruskal Wallis H test was used for more than two groups. In addition, the relationship between the scales was examined by Pearson correlation analysis.

### 3.7.1. Analysis of Personal Information

The distribution of data regarding the personal information of the participants is given in Table 9.

**Table 8:** Distribution of Data Regarding the Personal Information of The Survey Participants

<b>Demographics (n=447)</b>	<b>n</b>	<b>%</b>
<b>Gender</b>		
Male	284	63.5
Female	163	36.5
<b>Age</b>		
20 years old and under	13	2.9
21-30 years old	132	29.5
31-40 years old	163	36.5
41-50 years old	104	23.3
51 years old and above	35	7.8
<b>Marital Status</b>		
Married	269	60.2
Single	178	39.8
<b>Education Status</b>		
Secondary School Graduated and Below	25	5.6
High School Graduate	109	24.4

Associate Degree Graduate	93	20.8
Bachelor's Degree	180	40.3
Post- Graduate Graduated	40	8.9
<b>Tourism Education Level</b>		
Not Received	166	37.1
Received	281	62.9
<b>Your Working Department</b>		
Front Office	104	23.3
Food & Beverage	101	22.6
Housekeeping	54	12.1
Accounting	28	6.3
Technical Service	15	3.4
Sales & Marketing	52	11.6
Others	93	20.8
<b>Monthly Income</b>		
2324 Turkish Liras	47	10.5
2324-3000 Turkish Liras	88	19.7
3001-4000 Turkish Liras	86	19.2
4001-5000 Turkish Liras	95	21.3
5001 Turkish Liras and above	131	29.3
<b>Working Duration in Tourism Sector</b>		
Under 1 Year	37	8.3
1-5 years	106	23.7
6-10 years	121	27.1
11-15 years	78	17.4
16 years and above	104	23.3
<b>Working Duration in This Hotel</b>		
Under 1 year	72	16.1
1-5 years	215	48.1
6-10 years	111	24.8
11-15 years	28	6.3

16 years and above	21	4.7
<b>Your Job</b>		
Staff	167	37.4
Senior Manager	30	6.7
Mid- Level Manager	160	35.8
Executive	90	20.1
<b>Total</b>	447	100.0

Information on the demographic characteristics of the individuals participating in the survey is given above in detail through frequency tables.

### 3.7.2. Descriptive Statistics of Scales

Descriptive statistics regarding the scale and its sub-dimensions in the study are given in Table 10.

Table 9: Descriptive Statistics of Scales

<b>Features (n=447)</b>	<b><math>\bar{x}</math></b>	<b>S.S</b>
<b>Organizational Commitment</b>	3.45	0.62
Affective Commitment	3.60	0.84
Continuance Commitment	3.46	0.85
Normative Commitment	3.29	0.88
<b>Person – Organization Fit</b>	3.42	0.85
Need- Fulfilment Fit	3.34	1.01
Value Fit	3.22	1.00
Demand Abilities Fit	3.69	0.93
<b>Ethical Leadership</b>	3.64	0.81

### 3.7.3. Reliability Levels of Scales and Sub-Dimensions

Reliability Analysis is carried out to test whether the statements in the scales are consistent with each other and whether all the statements measure the same subject or not. In the reliability analysis, the Cronbach's Alpha ( $\alpha$ ) coefficient value varying between 0-1; If it is between 0.00-0.40, the scale is not reliable; It is considered to be a

low reliability scale between 0.40 and 0.60, a highly reliable scale between 0.60 and 0.80, and a highly reliable scale between 0.80-1.00. (Tavşancıl, 2005: 19).

**Table 10:** Reliability Levels of Scales and Sub-Dimensions

<b>Features (n=447)</b>	<b>Number of Items</b>	<b>Cronbach Alfa</b>
<b>Organizational Commitment</b>	18	0.844
Affective Commitment	6	0.808
Continuance Commitment	6	0.719
Normative Commitment	6	0.827
<b>Person – Organization Fit</b>	9	0.924
Need- Fullfilment Fit	3	0.895
Value Fit	3	0.902
Demand Abilities Fit	3	0.879
<b>Ethical Leadership</b>	10	0.919

When the results are examined, the reliability coefficient of the participants in the questionnaire form is organizational commitment (0.844), and its sub-dimensions affective commitment (0.808), continuance addiction (0.719) and normative commitment (0.827), person-organization harmony (0.924) and its sub-dimensions need fulfillment (0.895) , value congruence (0.902) and demand-sufficiency concordance (0.879), ethical leadership scale (0.919) and it was found to have a high degree of reliability on the basis of scales. The reliability coefficient varies between 0.719 and 0.924.

### 3.7.4. Explanatory Factor Analysis (EFA)

**Table 11:** Explanatory Factor Analysis Results of Organizational Commitment Scale

Factors and Items	Explained Variance (%)	Eigenvalue ( $\Lambda$ )	Factor Load
Affective Commitment			
OC17	29.714	5.349	0.805
OC15			0.780
OC18			0.754
OC16			0.732
OC13			0.576
OC14			0.531
Continuance Commitment			
OC3	12.285	2.211	0.748
OC4			0.746
OC5			0.709
OC6			0.630
OC2			0.617
OC1			0.589
Normative Commitment			
OC8	9.165	1.650	0.788
OC9			0.761
OC7			0.591
OC12			0.581
OC11			0.570
OC10			0.503
KMO =0.847; $\chi^2(153)$ =2906.305; Bartlett Sphericity Test (p) = 0.000			
Total Explained Variance =51.165			



As seen in Table 12, Organizational Commitment Scale was developed based on three dimensions. Explanatory Factor Analysis was performed to reveal the factor pattern of the instrument. Before the exploratory factor analysis application, the Kaiser-Meyer-Olkin (KMO) test was applied to test the suitability of the sample size for factorization. As a result of the analysis, it was identified that the KMO value was 0.847. In line with this finding, it was concluded that the sample size was “adequate” for factor analysis. In addition, when the results of the Bartlett Sphericity test were examined, it was seen that the obtained chi-square value was significant ( $\chi^2(153) = 2906.305$   $p < 0.01$ ). Accordingly, it was assumed that the data came from a multivariate normal distribution. After confirming the suitability of the data for factor analysis, explanatory factor analysis was performed using Principal Components Analysis and Varimax rotation methods to examine the factor structure of the scale. According to the exploratory factor analysis results, three factors explain 51.165% of the total variability.

**Table 12:** Explanatory Factor Analysis Results of Person-Organization Fit Scale

Factors and Items	Explained Variance (%)	Eigenvalue (Λ)	Factor Load
Need Fullfilment Fit			
POF8	62.291	5.606	0.851
POF7			0.835
POF9			0.792
Value Fit			
POF1	11.590	1.043	0.852
POF3			0.809
POF2			0.784
Demand Abilities Fit			
POF5	8.972	0.807	0.845
POF4			0.814
POF6			0.786
KMO =0.900; χ2(36) =2967.719; Bartlett Sphericity Test (p) = 0.000			
Total Explained Variance =82.853			

As seen in Table 13 , Person-Organization Fit Scale was developed based on three dimensions. Explanatory factor analysis was performed to reveal the factor pattern of the instrument. Before the exploratory factor analysis application, the Kaiser-Meyer-Olkin (KMO) test was applied to test the suitability of the sample size for factorization. As a result of the analysis, it was identified that the KMO value was 0.900. In line with this finding, it was concluded that the sample size was “adequate” for factor analysis. In addition, when the results of the Bartlett Sphericity test were examined, it was seen that the obtained chi-square value was significant ( $\chi^2(36) = 2967.719$   $p < 0.01$ ). Accordingly, it was assumed that the data came from a multivariate normal distribution.

After confirming the suitability of the data for Factor Analysis, Explanatory Factor Analysis was performed using Principal Components Analysis and Varimax Rotation Methods to examine the factor structure of the scale. According to the Exploratory Factor Analysis Results, three factors explain 82.853% of the total variability.

**Table 13:** Explanatory Factor Analysis Results of Ethical Leadership Scale

Factors and Items	Explained Variance (%)	Eigenvalue (Λ)	Factor Load
Ethical Leadership(Leader Behaviours , HonestyTrust The Leader, Interactional Justice)			
EL5	59.284	5.928	0.841
EL4			0.833
EL7			0.797
EL8			0.794
EL6			0.788
EL1			0.778
EL9			0.774
EL3			0.766
EL10			0.662
EL2			0.640
KMO =0.934; χ2(45) =2720.672; Bartlett Küresellik Testi (p) = 0.000			
Total Explained Variance =59,284			

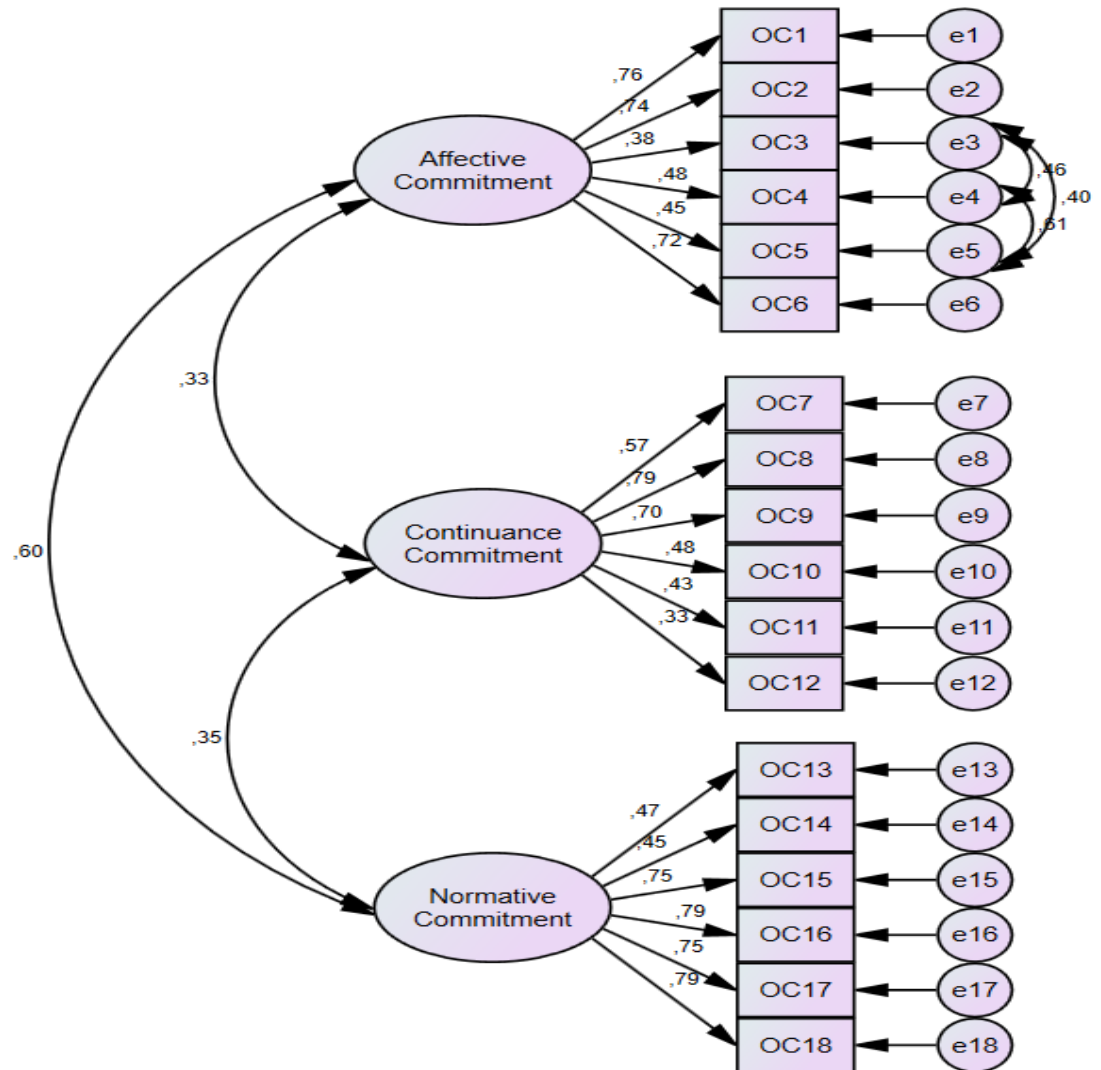
As seen in Table 14, the Ethical Leadership Scale was developed based on one dimension. Explanatory Factor Analysis was performed to reveal the factor pattern of the instrument. Before the Exploratory Factor Analysis Application, the Kaiser-Meyer-Olkin (KMO) test was applied to test the suitability of the sample size for factorization.

As a result of the analysis, it was identified that the KMO value was 0.934. In line with this finding, it was concluded that the sample size was “adequate” for Factor Analysis. In addition, when the results of the Bartlett Sphericity test were examined, it was seen that the obtained chi-square value was significant ( $\chi^2(45) = 2720.672$   $p < 0.01$ ).

According to the Exploratory Factor Analysis Result, a single factor explains 59.284% of the total variability. Accordingly, it was accepted that the data came from a multivariate normal distribution. After confirming the suitability of the data for Factor Analysis, Explanatory Factor Analysis was performed using the Principal Components Analysis Method in order to examine the factor structure of the scale. According to the exploratory factor analysis result, a single factor explains 59.284% of the total variability.

### 3.7.5. Confirmatory Factor Analysis (CFA)

**Figure 17:** First Level Multi-Factor Model Confirmatory Factor Analysis of the Organizational Commitment Scale



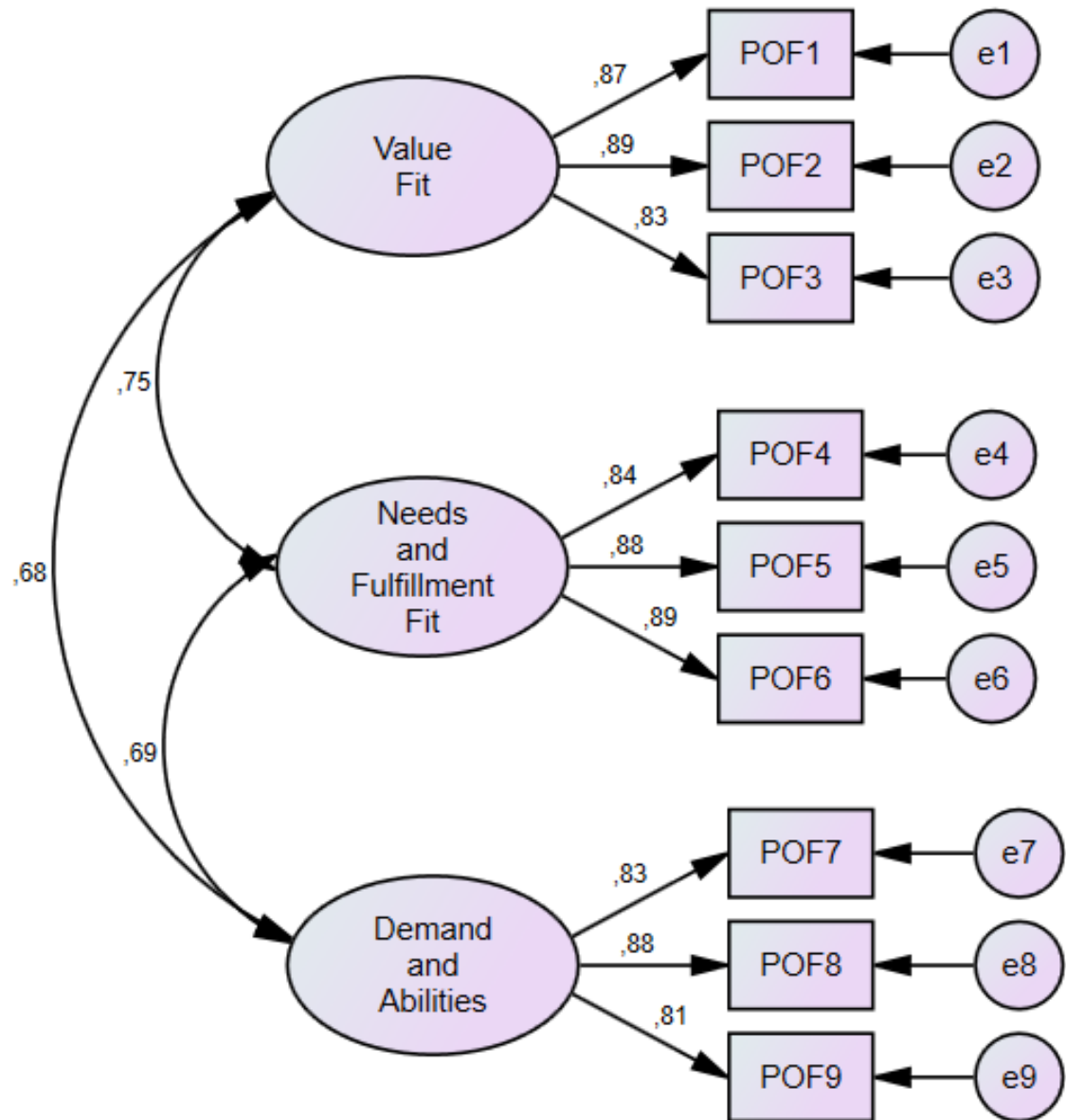
CMIN/Df =3,267 GFI=0,903 AGFI=0,872 CFI=0,895 RMSEA=0,071 NFI= 0,857  
TLI=0,876 IFI=0,896

**Table 14: Model Fit Index**

<b>Index</b>	<b>Perfect Fit Criterion</b>	<b>Good Fit Criterion</b>	<b>Post Modification</b>	<b>Result</b>
<b>/SD</b>	<b>0-3</b>	<b>3-5</b>	<b>3.267</b>	<b>Good Fit</b>
<b>RMSEA</b>	<b>0.00 ≤ ≤0.05</b>	<b>0.05 ≤ ≤0.08</b>	<b>0.071</b>	<b>Good Fit</b>
<b>CFI</b>	<b>0.95 ≤ ≤1.00</b>	<b>0.85 ≤ ≤0.95</b>	<b>0.895</b>	<b>Good Fit</b>
<b>NFI</b>	<b>0.95 ≤ ≤1.00</b>	<b>0.80 ≤ ≤0.95</b>	<b>0.857</b>	<b>Good Fit</b>
<b>NNFI(TLI)</b>	<b>0.95 ≤ ≤1.00</b>	<b>0.80 ≤ ≤0.95</b>	<b>0.876</b>	<b>Good Fit</b>
<b>GFI</b>	<b>0.95 ≤ ≤1.00</b>	<b>0.80 ≤ ≤0.95</b>	<b>0.903</b>	<b>Good Fit</b>
<b>AGFI</b>	<b>0.95 ≤ ≤1.00</b>	<b>0.85 ≤ ≤0.90</b>	<b>0.872</b>	<b>Good Fit</b>
<b>Chi Square / Degrees of Freedom (<math>\chi^2</math> /SD)</b> <b>Root Mean Square Error of Approximation (RMSEA)</b> <b>Comparative Fit Index (CFI)</b> <b>Normed Fit Index (NFI)</b> <b>NNFI: Unnormed Fit Index</b> <b>Goodness of Fit Index (GFI)</b> <b>Adjusted Goodness of Fit Index (AGFI)</b>				

According to the Confirmatory Factor Analysis, it was identified that the Structural Equation Modeling Results of the scale were significant at the  $p=0.000$  level and were related to the scale structure with 18 items and three factors. The model has been improved. During the improvement, a covariance was created between the errors with high MI values. Considering the goodness of fit indexes of the Organizational Commitment Scale according to the results of the first level multi-factor analysis; RMSEA 0.071;  $\chi^2$  (Cmin/df) 3.267; It was found to be acceptable with AGFI 0.872 and CFI 0.89, with perfect fit with GFI 0.903 ( $p=0.000$ ).

**Figure 18:** First-Level Multi-Factor Model Confirmatory Factor Analysis of Person-Organization Fit Scale



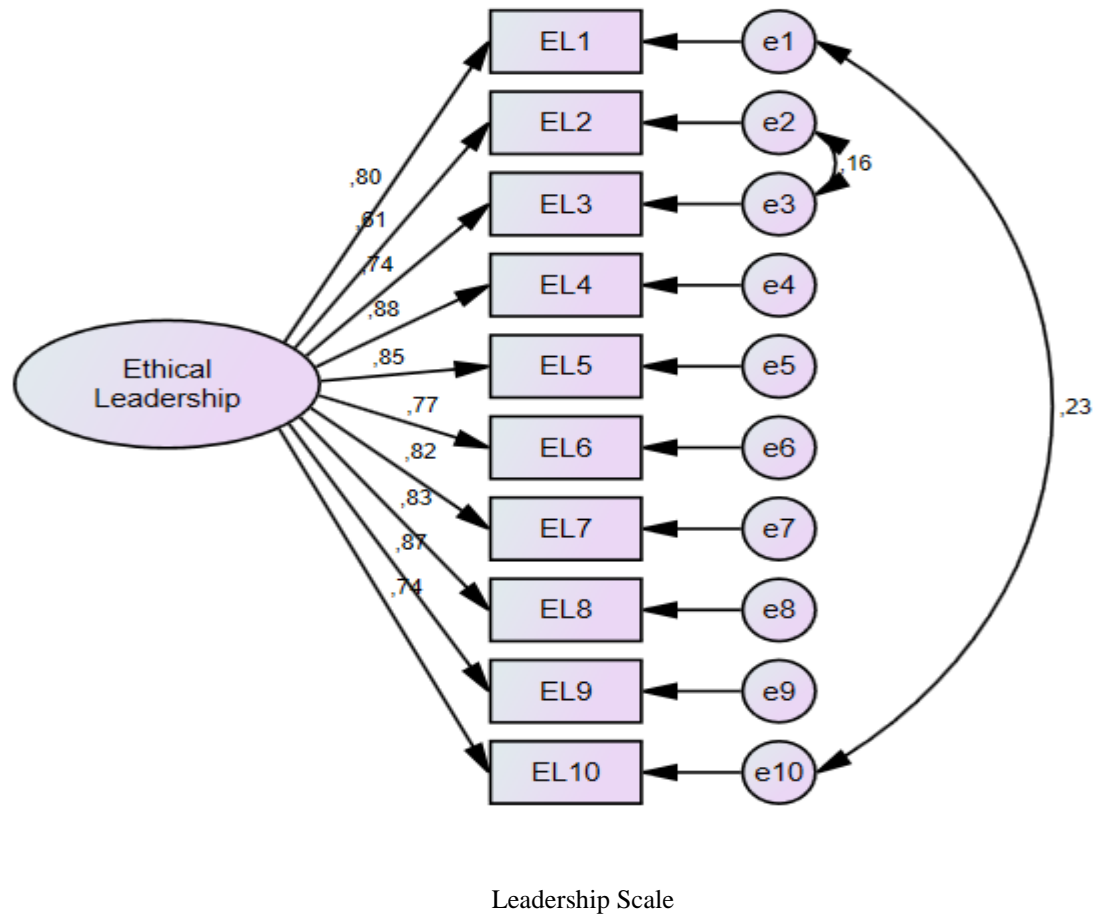
CMIN/Df =3,359 GFI=0,962 AGFI=0,928 CFI=0,981 RMSEA=0,073 NFI= 0,973  
TLI=0,971 IFI=0,981

**Table 15: Model Fit Index**

Index	Perfect Fit Criterion	Good Fit Criterion	Post Modification	Result
/SD	0-3	3-5	3.359	Good Fit
RMSEA	0.00≤ ≤0.05	0.05≤ ≤0.08	0.073	Good Fit
CFI	0.95≤ ≤1.00	0.85 ≤ ≤0.95	0.981	Perfect Fit
NFI	0.95≤ ≤1.00	0.80≤ ≤0.95	0.973	Perfect Fit
NNFI(TLI)	0.95≤ ≤1.00	0.80≤ ≤0.95	0.971	Perfect Fit
GFI	0.95≤ ≤1.00	0.80≤ ≤0.95	0.962	Perfect Fit
AGFI	0.95≤ ≤1.00	0.85≤ ≤0.90	0.928	Good Fit
<b>Chi Square / Degrees of Freedom (<math>X^2/SD</math>)</b> <b>Root Mean Square Error of Approximation (RMSEA)</b> <b>Comparative Fit Index (CFI)</b> <b>Normed Fit Index (NFI)</b> <b>NNFI: Unnormed Fit Index</b> <b>Goodness of Fit Index (GFI)</b> <b>Adjusted Goodness of Fit Index (AGFI)</b>				

According to the Confirmatory Factor Analysis, it was identified that the Structural Equation Modeling Results of the scale was significant at the  $p=0.000$  level, and it was related to the scale structure with 9 items and three factors. No improvements were made to the model. According to the results of the first level Multi-Factor Analysis, when the goodness of fit indices of the Person-Organization Fit Scale were examined; RMSEA 0.073;  $\chi^2$  (Cmin/df) 3.359 acceptable, GFI 0.962; It was found to be in perfect fit with AGFI 0.928 and CFI 0.981 ( $p=0.000$ ).

**Figure 19:** First Level Multi-Factor Model Confirmatory Factor Analysis of the Ethical



CMIN/Df =2,471 GFI=0,914 AGFI=0,857 CFI=0,859 RMSEA=0,057 NFI= 0,80 CMIN/Df =2,471 GFI=0,914 AGFI=0,857 CFI=0,859 RMSEA=0,057 NFI= 0,80 TLI=0,807 IFI=0,863

**Table 16: Model Fit Index**

Index	Perfect Fit Criterion	Good Fit Criterion	Post Modification	Result
/SD	0-3	3-5	2.471	Perfect Fit
RMSEA	0.00≤ ≤0.05	0.05≤ ≤0.08	0.057	Good Fit
CFI	0.95≤ ≤1.00	0.85 ≤0.95	0.859	Good Fit
NFI	0.95≤ ≤1.00	0.80≤ ≤0.95	0.80	Good Fit
NNFI(TLI)	0.95≤ ≤1.00	0.80≤ ≤0.95	0.807	Good Fit



GFI	0.95 ≤ ≤1.00	0.80 ≤ ≤0.95	0.914	Good Fit
AGFI	0.95 ≤ ≤1.00	0.85 ≤ ≤0.90	0.857	Good Fit
Chi Square / Degrees of Freedom ( $X^2/SD$ )				
Root Mean Square Error of Approximation (RMSEA)				
Comparative Fit Index (CFI)				
Normed Fit Index (NFI)				
NNFI: Unnormed Fit Index				
Goodness of Fit Index (GFI)				
Adjusted Goodness of Fit Index (AGFI)				

According to the Confirmatory Factor Analysis, it was identified that the Structural Equation Modeling Results of the scale was significant at the  $p=0.000$  level, and it was related to the scale structure with 10 items and one factor. The model has been improved. A covariance is created between errors with high MI values while improving. Considering the goodness of fit indexes of the Ethical Leadership Scale according to the results of the first level single factor analysis; RMSEA 0.057; Acceptable fit with AGFI 0.857 and CFI 0.859,  $\chi^2$  (Cmin/df) 2,471, and perfect fit with AFI 0.914 ( $p=0.000$ ).

### 3.7.6. Comparisons of Scales According To Demographic Characteristics

**Table 17:** Comparison of Ethical Leadership Scale Scores

Demographics (n=447)	Ethical Leadership
	$\bar{X} \pm SS$
<b>Martial Status</b>	
Married	3.71±0.78
Single	3.54±0.84
Mann-Whitney U test	-2.286
p value	<b>0.022*</b>
<b>Your Job</b>	
Staff	3.49±0.83
Senior Manager	3.93±0.66
Mid- Level Manager	3.72±0.85
Executive	3.67±0.96
Kruskal Wallis test	13.032
p value	<b>0.005*</b>

**p<0.05\***

In order to determine whether there is a significant difference between the demographic characteristics of the individuals participating in the research and the Ethical Leadership Scale, t and F tests were used for normally distributed variables, and Kruskal Wallis test for non-normally distributed variables. In Table 19, only the findings with significant differences are explained. It has been identified that there is a statistically significant difference between the task and marital status in the business and ethical leadership ( $p < 0.05$ ). It is seen that the ethical leadership of the people with the lower level managerial position is higher than the people who have the personnel position, and the married employees are more than the single employees.

**Table 18:** Comparison of Organizational Commitment Scale Scores

<b>Features (n=447)</b>	<b>Organizational Commitment</b>	<b>Affective Commitment</b>	<b>Continuance Commitment</b>	<b>Normative Commitment</b>
	$\bar{X} \pm SS$	$\bar{X} \pm SS$	$\bar{X} \pm SS$	$\bar{X} \pm SS$
<b>Marital Status</b>				
Married	3.51 $\pm$ 0.61	3.67 $\pm$ 0.85	3.52 $\pm$ 0.74	3.33 $\pm$ 0.87
Single	3.36 $\pm$ 0.61	3.48 $\pm$ 0.82	3.38 $\pm$ 0.77	3.22 $\pm$ 0.89
Mann-Whitney U test	-2.642	-2.635	-1.711	-1.442
p value	<b>0.008*</b>	<b>0.008*</b>	0.087	0.149
<b>Education Level</b>				
Secondary School Graduated and below	3.58 $\pm$ 0.44	3.58 $\pm$ 0.71	3.69 $\pm$ 0.75	3.47 $\pm$ 0.73
High School Graduate	3.46 $\pm$ 0.62	3.51 $\pm$ 0.81	3.49 $\pm$ 0.81	3.37 $\pm$ 0.89
Associate Degree Graduate	3.47 $\pm$ 0.62	3.64 $\pm$ 0.84	3.51 $\pm$ 0.70	3.26 $\pm$ 0.93
Bachelor's Degree	3.47 $\pm$ 0.63	3.69 $\pm$ 0.88	3.46 $\pm$ 0.76	3.27 $\pm$ 0.84
Post Graduate Graduated	3.21 $\pm$ 0.62	3.35 $\pm$ 0.81	3.18 $\pm$ 0.54	3.09 $\pm$ 0.95
Kruskal Wallis Test	7.990	8.571	11.086	2.934
p value	0.092	0.073	<b>0.026*</b>	0.569
Post-hoc			5<3	
<b>Your Working Department</b>				
Front Office	3.56 $\pm$ 0.68	3.73 $\pm$ 0.91	3.57 $\pm$ 0.78	3.39 $\pm$ 0.87
Food& Beverage	3.35 $\pm$ 0.59	3.45 $\pm$ 0.68	3.40 $\pm$ 0.83	3.21 $\pm$ 0.95
Housekeeping	3.51 $\pm$ 0.52	3.65 $\pm$ 0.77	3.49 $\pm$ 0.69	3.40 $\pm$ 0.89
Accounting	3.59 $\pm$ 0.58	3.84 $\pm$ 0.84	3.50 $\pm$ 0.60	3.44 $\pm$ 0.80
Technical Service	3.31 $\pm$ 0.69	3.23 $\pm$ 0.96	3.24 $\pm$ 0.76	3.24 $\pm$ 0.79
Sales& Marketing	3.49 $\pm$ 0.56	3.82 $\pm$ 0.70	3.41 $\pm$ 0.76	3.24 $\pm$ 0.79

Others	3.35±0.63	3.44±0.95	3.46±0.68	3.14±0.88
Kruskal Wallis Test	11.090	17.359	4.656	6.396
p value	0.086	<b>0.008*</b>	0.601	0.383
Post-hoc		6<2		
<b>Monthly Income</b>				
2324 Turkish Liras	3.59±0.53	3.53±0.73	3.74±0.65	3.52±0.76
2324-3000 Turkish Liras	3.42±0.63	3.47±0.80	3.49±0.80	3.29±0.90
3001-4000 Turkish Liras	3.49±0.60	3.63±0.85	3.56±0.69	3.27±0.85
4001-5000 Turkish Liras	3.49±0.64	3.64±0.90	3.49±0.76	3.34±0.92
5001 Turkish Liras and above	3.37±0.62	3.65±0.86	3.27±0.74	3.18±0.88
Kruskal Wallis Test	5.199	4.627	17.475	4.544
p value	0.267	0.328	<b>0.002*</b>	0.337
Post-hoc			<b>1&lt;5</b>	
<b>Working Duration in This Hotel</b>				
Under 1 year	3.40±0.57	3.48±0.78	3.48±0.73	3.24±0.82
1-5 years	3.37±0.64	3.52±0.82	3.45±0.79	3.15±0.89
6-10 years	3.61±0.60	3.86±0.73	3.43±0.76	3.54±0.86
11-15 years	3.34±0.57	3.19±1.12	3.55±0.59	3.29±0.93
16 years and above	3.68±0.50	3.94±0.93	3.57±0.62	3.52±0.64
Kruskal Wallis Test	16.210	21.653	0.711	16.852
<b>Your Job</b>				
Staff	3.43±0.62	3.45±0.78	3.58±0.77	3.26±0.84
Senior Manager	3.62±0.49	3.74±0.77	3.64±0.57	3.49±0.72
Mid- Level Manager	3.39±0.66	3.60±0.87	3.34±0.77	3.22±0.98
Executive	3.54±0.57	3.83±0.87	3.41±0.70	3.39±0.78
Kruskal Wallis Test	5.710	14.761	11.913	3.558
p value	0.127	<b>0.002*</b>	<b>0.008*</b>	0.313
Post-hoc		1<4	3<1	
<b>*p&lt;0,05</b>				

It was identified that the scores obtained from the organizational commitment scale and attractive commitment dimensions showed a statistically significant difference according to the marital status of the individual ( $p<0.05$ ). It was identified that the scores of the married individuals were higher for the organizational commitment scale and emotional commitment.

It has been identified that the scores obtained from the continuance commitment dimensions of the organizational commitment scale show a statistically significant difference according to the educational status and monthly income of the individual ( $p < 0.05$ ). For the continuance commitment dimension of the organizational commitment scale, it has been identified that the scores of those who have graduate degrees are higher than those who have an associate degree degree, and that individuals with a monthly income of 2324 TL have lower scores than those with a monthly income of 5001 TL or more.

It has been identified that the scores obtained from the organizational commitment scale and attractive commitment and normative commitment dimensions show a statistically significant difference according to the working time of the individual in this enterprise ( $p < 0.05$ ). According to the Post-hoc test, which was conducted to find out which groups the difference is between, for organizational commitment, employees between 6-10 years of age for organizational commitment, employees less than 1 year and 1-5 years for affective commitment, employees between 6-10 years and normative commitment. For commitment, it has been identified that those who work for 1-5 years are less than those who work for 6-10 years.

It has been identified that the scores obtained from the affective commitment dimensions of the organizational commitment scale show a statistically significant difference according to the department where the individual works ( $p < 0.05$ ). According to the scores obtained from the affective commitment dimension of the organizational commitment scale, the scores of the employees from the sales-marketing department are lower than the scores of the employees from food and beverage department.

It was identified that the scores obtained from the continuance commitment and emotional commitment dimensions of the organizational commitment scale showed a statistically significant difference according to the individual's duties in the business ( $p < 0.05$ ). According to the Post-hoc test performed to find out which groups the difference is between, the scores of senior managers for emotional commitment are higher than the scores of the personnel. Staff scores for continued commitment are higher than middle manager scores.

**Table 19:** Comparison of Person-Organization Fit Scale and Its Sub-Dimensions According to Demographic Characteristics

Demographics (n=447)	Person – Organization Fit	Value Fit	Needs & Fullfilment Fit	Demand & Abilities Fit
	$\bar{X} \pm SS$	$\bar{X} \pm SS$	$\bar{X} \pm SS$	$\bar{X} \pm SS$
<b>Age</b>				
20 years and under	3.24±1.10	3.20±1,19	3.28±1.14	3.25±1.26
21-30years	3.38±0.89	3.36±0,99	3.19±1.01	3.60±1.02
31-40years	3.40±0.88	3.32±1.03	3.20±1.04	3.69±0.95
41-50years	3.39±0.78	3.30±1.04	3.17±0.96	3.70±0.80
51 years and above	3.79±0.58	3.59±0.79	3.61±0.87	4.16±0.57
Kruskal Wallis Test	7.378	1.826	5.639	11.067
P value	0.117	0.768	0.228	<b>0.026*</b>
Post-hoc				5>4.3.2
<b>Marital Status</b>				
Married	3.48±0.83	3.43±1.01	3.29±0.99	3.74±0.87
Single	3.32±0.89	3.22±0.99	3.13±1.02	3.61±1.02
Mann-Whitney U test	-1.963	-2.388	-1.707	-1.073
p value	0.050	<b>0.017*</b>	0,088	0.283
<b>Education Level</b>				
SecondarySchool Graduated and Under	3.30±0.91	3.38±1.16	3.01±0.94	3.52±0.99
High School Graduate	3.39±0.88	3.33±1.01	3.20±1.04	3.63±0.92
Associate Degree Graduated	3.41±0.90	3.45±1.04	3.21±1.01	3.58±0.97
Bachelor's Degree	3.52±0.75	3.41±0.94	3.29±0.96	3.87±0.81
Post –Graduate Graduated	3.14±1.00	3.34±1.01	3.22±1.00	3.69±0.93
Kruskal Wallis Test	7.543	13.601	2.310	8.989
p value	0.110	<b>0.009*</b>	0.679	0.061
Post-hoc		5<4.3		
<b>Tourism Education Level</b>				
Not Received	3.25±0.88	3.22±1.06	3.09±1.01	3.44±0.98
Received	3.52±0,82	3.42±0,97	3.30±0.99	3.83±0.88
Mann Whitney U test	-3.236	-1.759	-2.294	-4.311
p value	<b>0.001*</b>	0.079	<b>0.022*</b>	<b>0.000*</b>

Working Duration In Tourism Sector				
Under 1 Year	3.36±0.84	3.42±0.92	3.15±1.03	3.51±0.95
1-5 years	3.34±0.87	3.19±1.02	3.19±1.01	3.63±1.01
6-10 years	3.44±0.87	3.48±0.95	3.24±0.99	3.61±0.94
11-15 years	3.40±0.87	3.29±1.10	3.24±0.96	3.67±0.91
16 years and above	3.50±0.81	3.35±1.00	3.25±1.04	3.91±0.84
Kruskal Wallis Test	2.565	4.360	0.584	10.269
p value	0.633	0.364	0.965	<b>0.036*</b>
Post-hoc				5>1
Your Job				
Staff	3.27±0.88	3.20±0.97	3.14±1.02	3.48±1.00
Senior Level Manager	3.63±0.81	3.57±1.02	3.33±1.00	4.00±0.85
Mid- Level Manager	3.43±0.87	3.37±1.04	3.50±1.05	3.74±0.90
Executive	3.59±0.74	3.49±1.01	3.39±0.87	3.69±0.93
Kruskal Wallis Test	10.831	7.294	3.153	16.324
p value	<b>0.013*</b>	0.063	0.369	<b>0.001*</b>
Post-hoc	1<4			1<2,4

**\*p<0.05**

It was identified that the need& fulfilment fit dimension of Person-Organization fit Scale showed a statistically significant difference according to education and marital status ( $p<0.05$ ). According to the multiple comparison tests made to identify the differing group, it was identified that the scores of postgraduate graduates were lower than those of high school, associate degree and undergraduate graduates. And the scores of those who were married were higher than those who were single.

It was identified that the scores obtained from the demand and abilities fit sub-dimension of the Person-Organization Fit Scale showed a statistically significant difference according to the individual's working duration in tourism and age, and the scores from the demand and abilities fit sub-dimension showed a statistically significant difference according to the individual's working duration in tourism ( $p<0.05$ ).

Pursuant to the multiple comparison tests carried out to identify the differing group, it was identified that those who worked for tourism for 16 years or more were higher than those who worked less than 1 year, and that the scores of individuals aged

51 and over were higher than those of individuals aged 41-50, 31-40 and 21-30 were found to have higher scores.

It has been identified that the scores obtained from the Person-Organization Fit Scale, value fit and demand-abilities fit sub-dimension show a statistically significant difference according to whether they have received tourism education ( $p < 0.05$ ). According to the multiple comparison tests made to identify the group that differs, it was identified that those who received tourism education had higher scores than those who did not.

It has been identified that the scores obtained from the Person-Organization Fit Scale and the sub-dimension of demand and abilities fit show a statistically significant difference according to the duties of the employees in the hotel ( $p < 0.05$ ). It has been identified that the scores obtained from the Person-Organization Fit Scale are lower than the executive manager scores of the individuals who are in the staff role in the hotel and the staff scores obtained from the demand and abilities fit sub-dimension are lower than the lower and executive manager level scores.

### 3.7.7. Correlation Analysis of Scales

**Table 20:** Relationship Between Scales And Its Sub-Dimensions

	1	2	3	4	5	6	7	8	9
<b>Organizational Commitment</b>	1								
Affective Commitment	.777**	1							
Continuance Commitment	.646**	.222**	1						
Normative Commitment	.816**	.492**	.295**	1					
<b>Person–Organization Fit (1)</b>	.645**	.548**	.262**	.613**	1				
Value Fit (2)	.603**	.502**	.247**	.583**	.879**	1			
Needs and Fullfilment Fit (3)	.611**	.509**	.244**	.595**	.885**	.681**	1		
Demand and Abilities Fit (4)	.461**	.414**	.191*	.414**	.842**	.599**	.616**	1	
<b>Ethical Leadership (5)</b>	.437**	.408**	.115*	.433**	.477**	.427**	.474**	.338**	1

There is a statistically significant positive correlation between organizational commitment scale and person-organization fit (1), value fit (2), need and fulfilment fit (3), demand and abilities fit (4) and ethical leadership (5).  $p < 0.01$ :  $r_1 = 0.645$ ,  $r_2 = 0.603$ ,  $r_3 = 0.611$ ,  $r_4 = 0.461$ ,  $r_5 = 0.437$ ).

There is a statistically significant positive correlation between affective commitment sub-dimension and person-organization fit (1), value fit (2), need and fulfilment fit (3), demand and abilities fit (4) and ethical leadership (5). ( $p < 0.01$ :  $r_1 = 0.548$ ,  $r_2 = 0.502$ ,  $r_3 = 0.509$ ,  $r_4 = 0.414$ ,  $r_5 = 0.408$ ).

There is a statistically significant positive correlation between continuance commitment sub-dimension and person-organization fit (1), value fit (2), need and fulfilment fit (3) and demand and abilities fit (4). ( $p < 0.01$ :  $r_1 = 0.262$ ,  $r_2 = 0.247$ ,  $r_3 = 0.244$ ,  $r_4 = 0.191$ ). It was identified that there was no statistically significant relationship between continuance commitment sub-dimension and ethical leadership (5) ( $p > 0.05$ ).

There is a statistically significant positive correlation between normative commitment sub-dimension and person-organization fit (1), value fit (2), need and fulfilment fit (3), demand- and abilities fit (4) and ethical leadership (5). ( $p < 0.01$ :  $r_1 = 0.613$ ,  $r_2 = 0.583$ ,  $r_3 = 0.595$ ,  $r_4 = 0.414$ ,  $r_5 = 0.433$ ).

There is a statistically significant positive medium level between ethical leadership and person-organization fit (1), a statistically significant positive fit between ethical leadership and value fit (2), need and fulfilment fit (3) a positive medium level, and a demand and abilities fit (4) there is a relationship. ( $p < 0.01$ :  $r_1 = 0.477$ ,  $r_2 = 0.427$ ,  $r_3 = 0.474$ ,  $r_4 = 0.338$ ).

**Table 21:** Results of Correlation Analysis

Scales	Corelation Coefficient	Whether there is a relationship / The degree of relationship
<b>Organizational Commitment Scale</b>		
Person- Organization Fit	0.645	Yes /Medium Level Relationship
Value Fit	0.603	Yes/Medium Level Relationship
Need and Fulfilment Fit	0.611	Yes/ Medium Level Relationship
Demand and Abilities Fit	0.461	Yes/Low degree Relationship
Ethical Leadership	0.437	Yes/ Low Degree Relationship

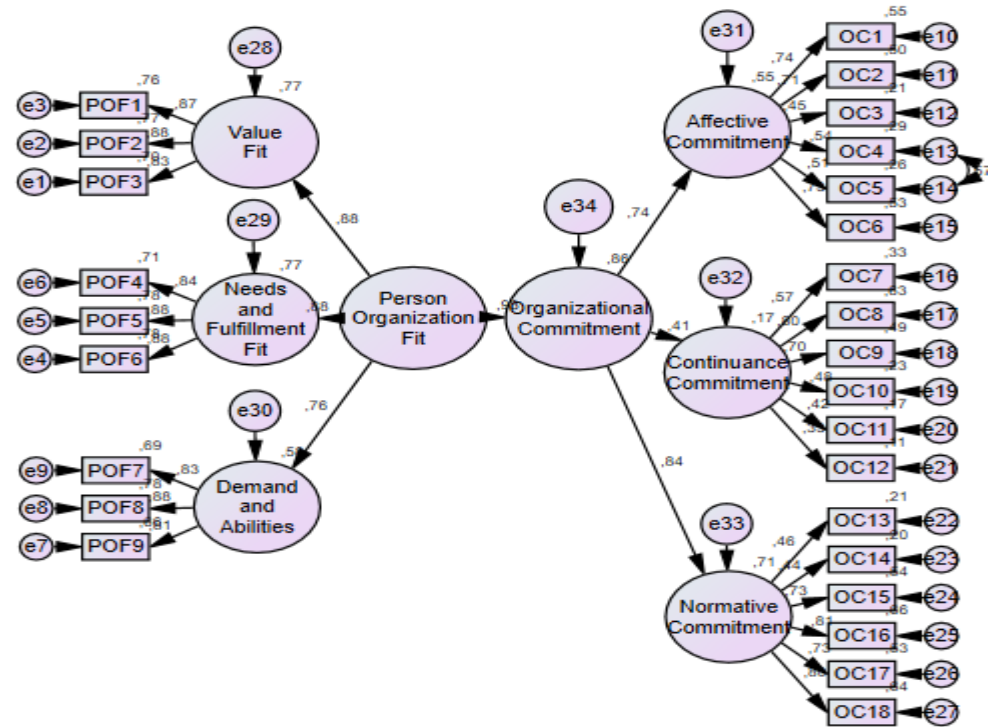


<b>Ethical Leadership Scale</b>		
Person- Organization Fit	0.477	Yes/ Low Degree Relationship
Value Fit	0.427	Yes/ Low Degree Relationship
Need and Fulfilment Fit	0.474	Yes/ Low Degree Relationship
Demand and Abilities Fit	0.338	Yes/ Low Degree Relationship

### **3.7.8. Structural Equation Model (SEM) Analysis of the Variables in the Research Model**

Structural equation modeling is a multivariate statistical method based on the definition of observable and unobservable variables in a causal and relational model based on a certain theory. The reason why the structural equation model (SEM) is frequently preferred today is that the direct and indirect effects between variables can be tested within a single model (Meydan and Şeşen, 2015:5). For this reason, SEM analysis was conducted to determine the cause-effect relationships between the structures of the variables in the research model, in other words, to determine the effect of one variable on another variable. The values showing the structural relationships of the variables in the research model, the fit indices of the research model and hypotheses tests are given below.

Figure 20: The Effect of Person Organization Fit on Organizational Commitment



**H1:** Person-organization fit of hotel employees have a statistically significant and positive effect on their organizational commitment.

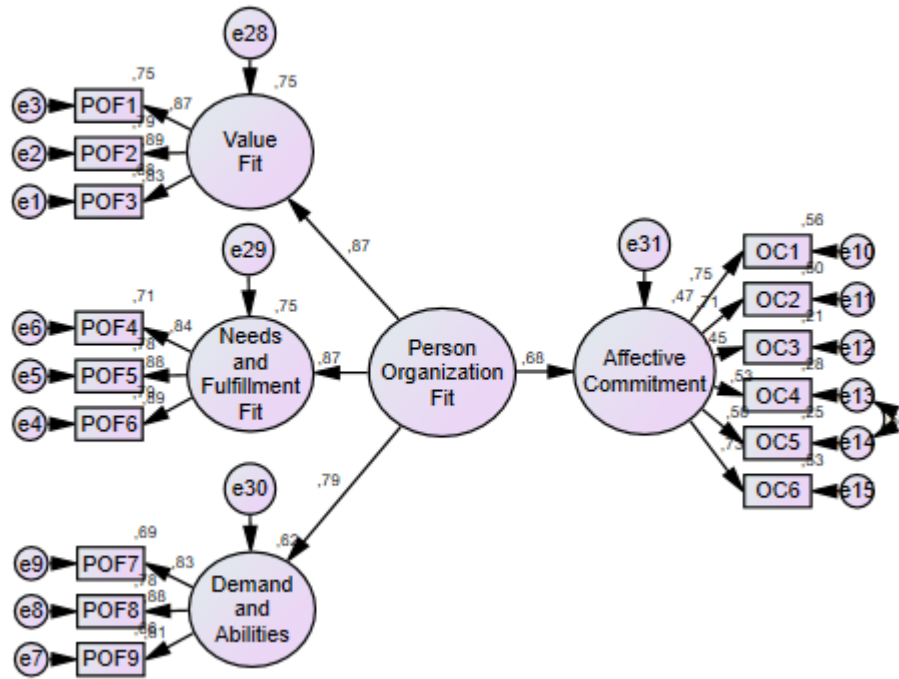
Table 22: The Effect of Person Organization Fit on Organizational Commitment

Effect	Estimate	Standard Error	t	p	Situation
Person –Organization Fit→ Organization Commitment	0.926	0.066	10.919	***	ACCEPTED
<b>Values of Fit</b> /SD: 3.058, RMSEA: 0.068, GFI: 0.863, AGFI:0.836, CFI: 0.896, NFI: 0.854, TLI: 0.885					

\*\*\*p<0.05

When the effect of person-organization fit on organizational commitment is tested, it is seen that person-organization fit has a statistically significant and positive effect on organizational commitment ( $\beta=0.926$ ,  $p<0.05$ ).

**Figure 21: The Effect of Person- Organization Fit on Affective Commitment**



***H1a:** Person-organization fit of hotel employees have statistically significant and positive effect on affective commitment.*

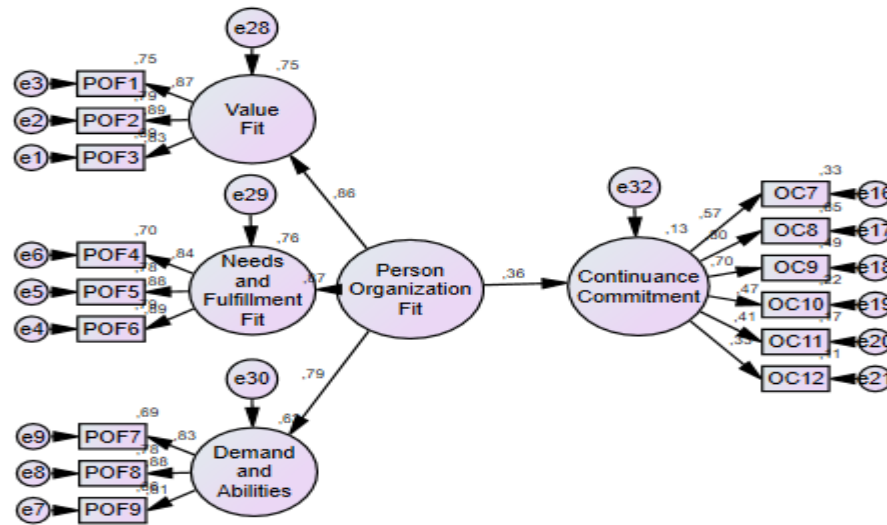
**Table 23: The Effect of Person- Organization Fit on Affective Commitment**

Effect	Estimate	Standard Error	t	p	Situation
Person- Organization Fit → Affective Commitment	0.685	0.069	10.709	***	<b>ACCEPTED</b>
<b>Values of Fit</b> /SD: 3.816, RMSEA: 0.079, GFI: 0.917, AGFI:0.882, CFI: 0.942, NFI: 0.924, TLI: 0.929					

\*\*\*p<0.05

When the effect of person-organization fit on affective commitment is tested, it is seen that person-organization fit has a statistically significant and positive effect on affective organizational commitment ( $\beta=0.685$ ,  $p<0.05$ ).

Figure 22: The Effect of Person- Organization Fit on Continuance Commitment



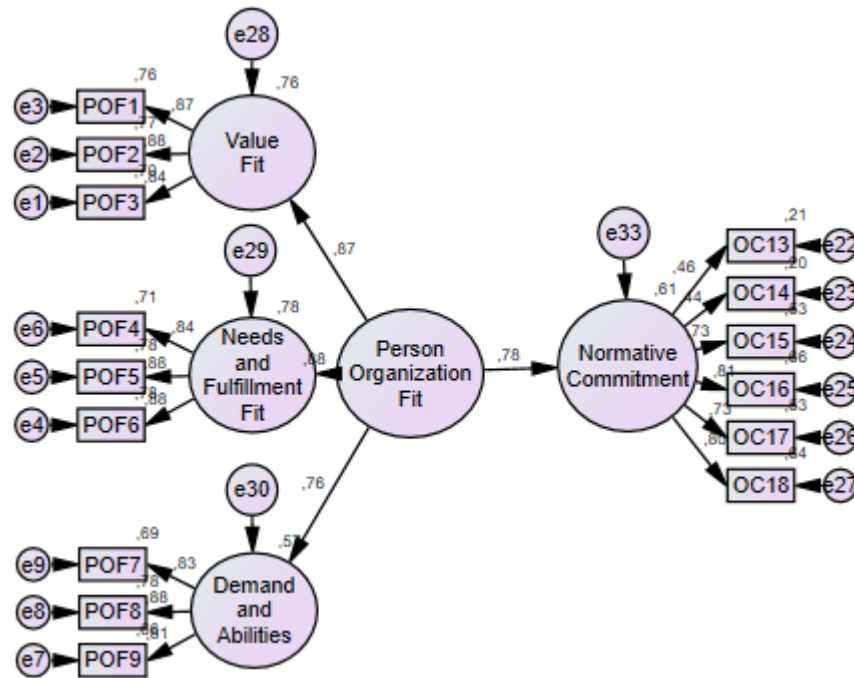
*H1b* Person-organization fit of hotel employees have statistically significant and positive effect on the continuance organizational commitment.

Table 24: The Effect of Person- Organization Fit on Continuance Commitment

Effect	Estimate	Standard Error	t	p	Situation
Person Organization Fit → Continuance Commitment	0.364	0.047	5.700	***	<b>ACCEPTED</b>
<p><b>Values of Fit</b>  /SD: 3.040, RMSEA: 0.068, GFI: 0.927, AGFI:0.898,  CFI: 0.951, NFI: 0.929, TLI: 0.940</p>					

When the effect of person-organization fit on continuance commitment is tested, it is seen that person-organization fit has a statistically significant and positive effect on continuance commitment ( $\beta=0.364$ ,  $p<0.05$ ).

**Figure 23: The Effect of Person – Organization Fit on Normative Commitment**



*H1<sub>c</sub> Person-organization fit of hotel employees have a statistically significant and positive effect on normative organizational commitment*

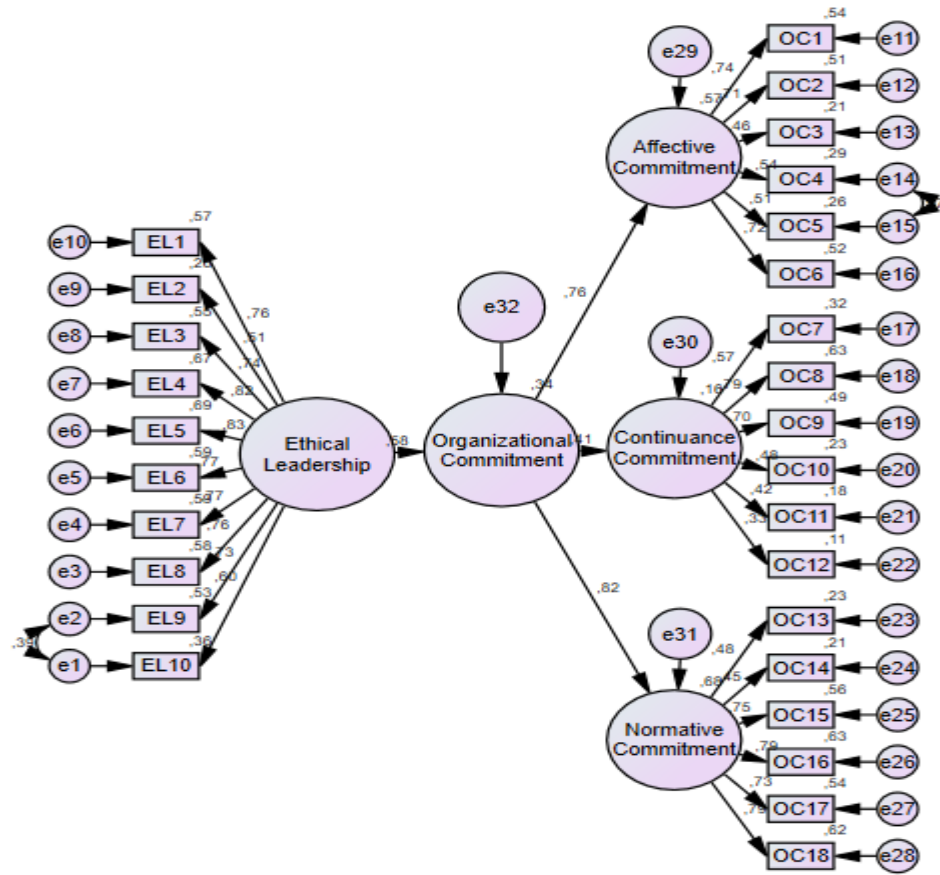
**Table 25: The Effect of Person – Orgnization Fit on Normative Commitment**

Effect	Estimate	Standard Error	t	p	Situation
Person – Organization fit → Normative Commitment	0.782	0.064	8.447	***	<b>ACCEPTED</b>
<b>Values of Fit</b> /SD: 3.143, RMSEA: 0.069, GFI: 0.923, AGFI:0.892, CFI: 0.957, NFI: 0.938, TLI: 0.947					

\*\*\*p<0.05

When the effect of person-organization fit on normative commitment is tested, it is seen that person-organization fit has a statistically significant and positive effect on normative commitment ( $\beta=0.782$ ,  $p<0.05$ ).

Figure 24: The Effect of Ethical Leadership On Organizational Commitment



**H2:** The ethical leadership perceptions of hotel employees have a statistically significant and positive effect on organizational commitment.

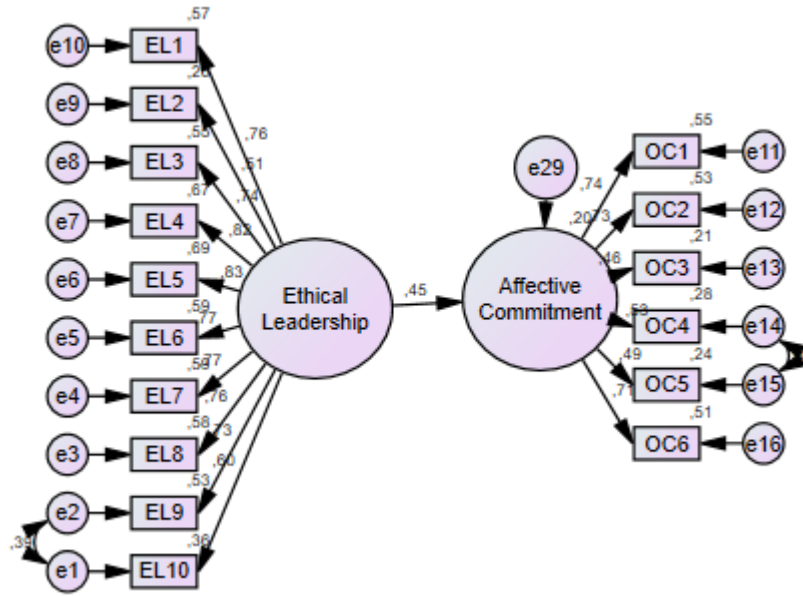
Table 26: The Effect of Ethical Leadership on Organizational Commitment

Effect	Estimate	Standart Error	t	p	Situation
Ethical Leadership→ Organizational Commitment	0.583	0.073	7.441	***	ACCEPTED
<b>Values of Fit</b> /SD: 3.044, RMSEA: 0.068, GFI: 0.853, AGFI:0.827, CFI: 0.877, NFI: 0.828, TLI: 0.865					

\*\*\*p<0.05

When the effect of ethical leadership on organizational commitment is tested, it is seen that ethical leadership has a statistically significant and positive effect on organizational commitment ( $\beta=0.583$ ,  $p<0.05$ ).

**Figure 25: The Effect of Ethical Leadership on Affective Commitment**



***H2a:** Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their affective organizational commitment.*

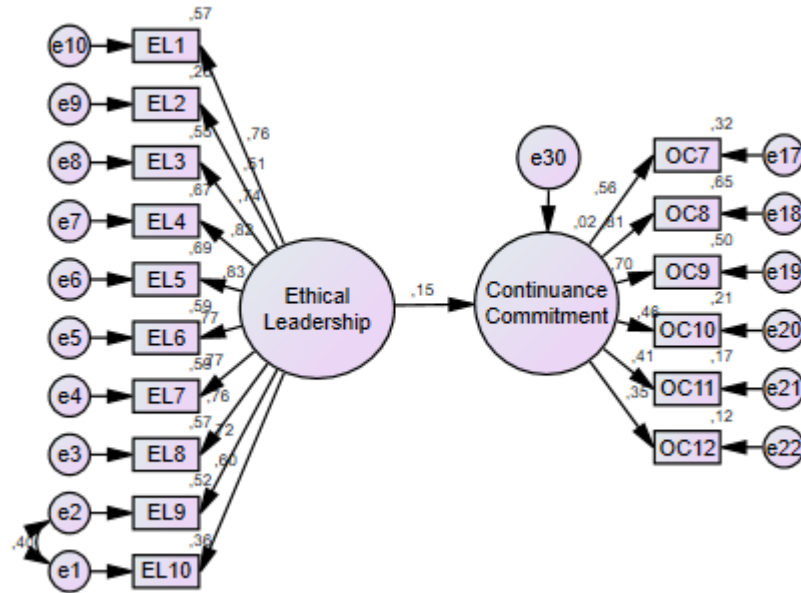
**Table 27: The Effect of Ethical Leadership on Affective Commitment**

Effect	Estimate	Standard Error	t	p	Situation
Ethical Leadership→ Affective Commitment	0.452	0.077	7.338	***	<b>ACCEPTED</b>
<b>Values of Fit</b>  /SD: 3.855, RMSEA: 0.080, GFI: 0.897, AGFI:0.862, CFI: 0.922, NFI: 0.898, TLI: 0.907					

\*\*\*p<0.05

When the effect of ethical leadership on affective commitment is tested, it is seen that ethical leadership has a statistically significant and positive effect on affective commitment ( $\beta=0.452$ ,  $p<0.05$ ).

Figure 26: The Effect of Ethical Leadership on Continuance Commitment



*H2<sub>b</sub>: Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their continuance organizational commitment.*

Table 28: The Effect of Ethical Leadership on Continuance Commitment

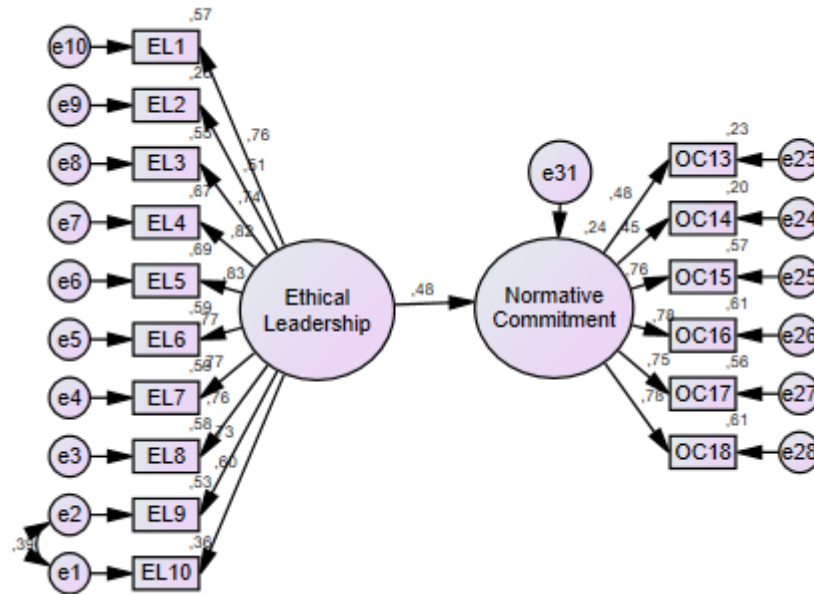
Effect	Estimate	Standard Error	t	p	Situation
Ethical Leadership→ Continuance Commitment	0.154	0.048	2.719	***	<b>ACCEPTED</b>
<p style="text-align: center;"><b>Values of Fit</b></p> <p style="text-align: center;">/SD: 3.371, RMSEA: 0.073, GFI: 0.908, AGFI:0.878, CFI: 0.925, NFI: 0.897, TLI: 0.912</p>					

\*\*\*p<0.05

When the effect of ethical leadership on continuance commitment is tested, it is seen that ethical leadership has a statistically significant and positive effect on continuance commitment ( $\beta=0.154$ ,  $p<0.05$ ).



Figure 27: The Effect of Ethical Leadership on Normative Commitment



**H2<sub>c</sub>:** Ethical leadership perceptions of hotel employees have statistically significant and positive effect on normative organizational commitment.

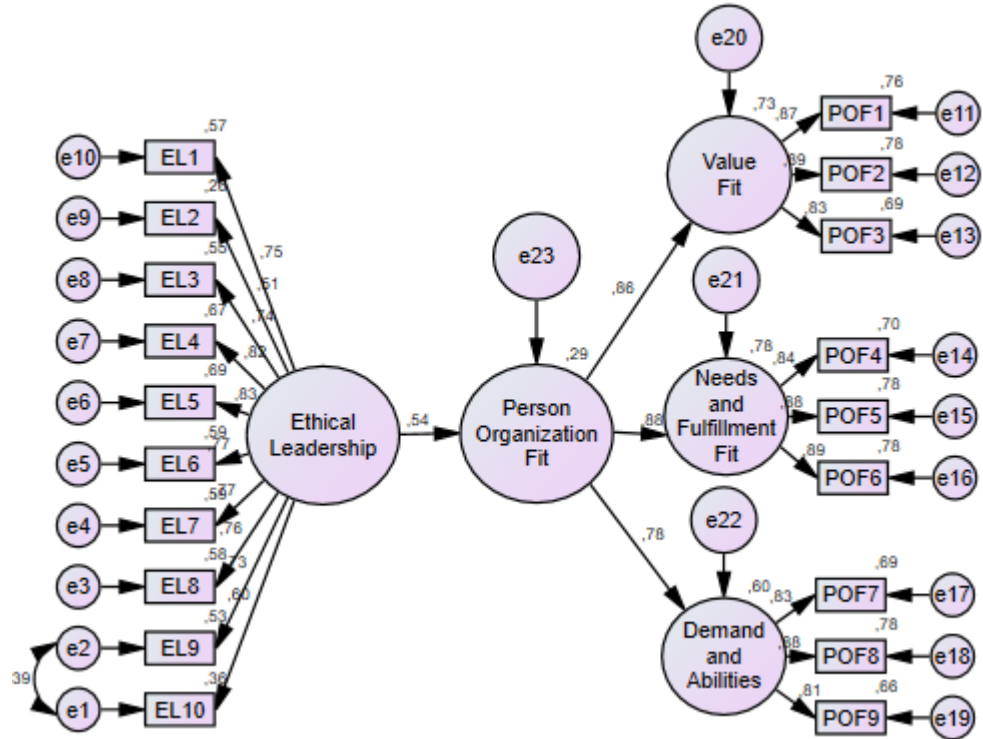
Table 29: The Effect of Ethical Leadership on Normative Commitment

Effect	Estimate	Standard Error	t	p	Situation
Ethical Leadership→ Normative Commitment	0.485	0.061	6.707	***	ACCEPTED
<b>Values of Fit</b> /SD: 3.776, RMSEA: 0.079, GFI: 0.896, AGFI:0.861, CFI: 0.925, NFI: 0.902, TLI: 0.912					

\*\*\*p<0.05

When the effect of ethical leadership on normative commitment is examined, it is seen that ethical leadership has a statistically significant and positive effect on normative commitment ( $\beta=0.485$ ,  $p<0.05$ ).

Figure 28: The Effect of Ethical Leadership on Person Organization Fit



**H3:** Ethical leadership have statistically significant and pozitive effect on person-organization fit.

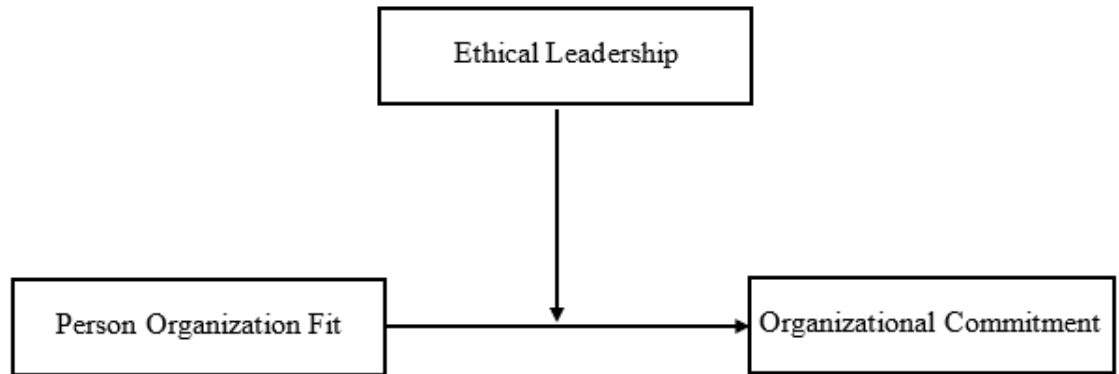
Table 30: The Effect of Ethical Leadership on Person Organization Fit

Effect	Estimate	Standard Error	t	p	Situation
Etik Liderlik → Kişi Örgüt Uyumu	0.537	0.077	8.601	***	ACCEPTED
<b>Values Of Fit</b> /SD: 3.193, RMSEA: 0.070, GFI: 0.895, AGFI:0.865, CFI: 0.945, NFI: 0.922, TLI: 0.936					

\*\*\*p<0.05

When the effect of ethical leadership on person-organization fit is examined, it is seen that ethical leadership has a statistically significant and positive effect on person-organization fit ( $\beta=0.537$ ,  $p<0.05$ ).

**Figure 29: The Moderating Role of Ethical Leadership in the Effect of Person-Organization Fit on Organizational Commitment.**



**H4:** *Ethical leadership has moderating role in the relationship between person-organization fit and organizational commitment.*

**Table 31: The Moderating Role of Ethical Leadership in the Effect of Person-Organization Fit on Organizational Commitment.**

	$\beta$	Standard Error	t	p	Situation
Person Organization Fit (X)	0.0405	0.0296	13.7207	0.000*	<b>ACCEPTED</b>
Ethical Leadership (W)	0.1431	0.0333	4.2969	0.000*	<b>ACCEPTED</b>
Interaction (X*W)	0.0388	0.0308	2.2620	0.2076	<b>Not significant</b>

\*p<0.05

The effects of the independent variable (X), moderator (W) and interaction (X\*W), which is the model of the research, on the dependent variable (Y), which is the outcome variable, are given. It is understood that this effect is significant because the p value in the table is less than 0.05. On the other hand, while the effect of the independent variable on the dependent variable is significant, it is seen that ethical leadership has no moderating role in this effect (p>0.05).

According to results of the Structural Equation Model (SEM), it was seen that ethical leadership has a positive and statistically significant effect on both organizational commitment and person-organization fit . In addition, it has been identified that ethical leadership has a positive and significant effect on all three sub-dimensions of organizational commitment. Person-organization fit also has a positive and significant effect on organizational commitment. It has been observed that there are studies that are similar to the results of the research conducted on different sample

groups in the related literature and the findings of this study. The studies supporting the hypotheses of the research are summarized as follows:

In the study of Vilela et al. (2008: 1013), it was identified that person-organization fit has positive effect on its relationship with organizational commitment and organizational commitment on its relationship with job satisfaction. O'Reilly et al. (1991:499) identified that person-organization fit predicted job satisfaction, normative organizational commitment, and working time in the organization. According to the research results of McConnell (2003: 139-145), person-organization fit explains most of the variance of the relationship between the affective organizational commitment type and this explanatory ratio is higher than the variance of the relationship between individual and organizational value structures and affective organizational commitment.

Finegan (2000: 163-167), perceived organizational values or perceptions of the workplace environment is a strong predictor of organizational commitment; the findings also show that person-organization interaction and independent contributions of both the individual and the organization can be. In this direction, it is stated that organizations should attach great importance to how their values are perceived by their employees.

Cook and Wall (1980) identified that organizational commitment increased with increasing the compliance of individual values with organizational values in two studies conducted on full-time employees in the manufacturing factory where all participants were male.

In the light of the findings obtained from these studies, it can be stated that the research hypotheses **H<sub>1</sub>** (*person-organization fit of hotel employees has a statistically significant and positive effect on their organizational commitment levels*) is supported.

In the study conducted by Meyer et al. (2010) on 627 employees in a large energy company, it was identified that there is a positive relationship between person-organization fit and emotional commitment (Çetinkaya, 2016:87).

In the study of Polatçı and Cindiloğlu (2013) on 177 healthcare workers working in a private hospital in Çorum, and Çetinkaya (2016:3-4)'s "The Relationship Between Person Organization Fit and Organizational Commitment and the Role of Gender in This Relationship" in Kayseri in the master's thesis that they examined in a sample of 431 teachers in the province, it was identified that person-organization fit has a positive

relationship with emotional organizational commitment. It was also proven in another study that person-organization fit significantly predicted affective organizational commitment. According to Mc Connell (2003: 139-145) research results, person-organization fit explains most of the variance of affective organizational commitment and relationship variance. Considering findings obtained from these studies, it can be said that the research hypotheses **H<sub>1a</sub>** (*Person-organization fit of hotel employees has a statistically significant and pozitive effect on emotional organizational commitment.*) is supported.

Öcel (2013: 43) examined the mediating role of affective commitment, continuance commitment and normative commitment, which are sub-dimensions of organizational commitment, in the relationships between person-organization fit, strength of organizational identity, perceived organizational prestige and contextual performance in a university sample significantly predicts organizational continuance commitment. The explained variance is 18% ( $F_{6,174} = 6.56, p < .01$ ). In the light of the finding obtained from these studies, it can be said that the research hypotheses **H<sub>1b</sub>** (*Person-organization fit of hotel employees has a statistically significant and pozitive effect on the continuance organizational commitment.*) is supported.

In Çetinkaya's (2016:3-4) master's thesis titled "The Relationship Between Person-Organization Fit and Organizational Commitment and the Role of Gender in This Relationship", which they examined in a sample of 431 teachers in the province of Kayseri, it was identified that person-organization fit has a positive relationship with normative organizational commitment. In addition, Öcel (2013: 42-43) examined the mediating role of affective commitment, continuance commitment and normative commitment, which are sub-dimensions of organizational commitment, in the relationships between person-organization fit, strength of organizational identity, perceived organizational prestige and contextual performance in a university sample. It has been identified that organizational cohesion predicts normative organizational commitment. Considering findings obtained from these studies, it can be said that one of the research hypotheses, **H<sub>1c</sub>** (*Person-organization fit of hotel employees has a statistically significant and pozitive effect on normative organizational commitment.*) is supported.

Hunt et al. (1989: 85) in their research on the prediction of organizational commitment by organizational ethical values, concluded that organizational commitment is a strong antecedent of organizational ethical values ( $p < .01$ ,  $R^2 = .17$ ). Carlson (2005) concluded that there is a relationship between ethical climate and affective commitment, and it is seen that ethical climate explains 37% of emotional commitment, one of the sub-dimensions of organizational commitment. Muller (2000) argued in his study that there is a positive relationship between ethical leadership and the level of commitment of employees to the organization. Rowden (2000)'s study with 245 participants revealed that ethical leadership style is closely related to organizational commitment and that leaders increase organizational commitment and certain elements that are sensitive to employees' needs, have a clear vision, and clearly reveal goals and values.

Hassan, Wright, and Yukl (2014: 340) concluded that ethical leadership increases organizational commitment. In this context, it has been stated that ethical leadership behaviors significantly reduce the absenteeism of employees. According to the research results and opinions of many authors other than the authors whose studies are included, it is seen that ethical leadership positively affects organizational commitment (Allen and Mayer, 1990; Brown and Trevino, 2006; Erdoğan, 2018: 83-84; Esmer, 2011: 51; Hassan). et al., 2013: 140; Neubert et al., 2009; Turan, 2019: 74). Considering the findings obtained from these studies, it can be said that the research hypotheses **H<sub>2</sub>** (*Hotel employees' ethical leadership perceptions have a statistically significant and positive effect on organizational commitment.*) are supported.

Eşitti (2019: 54)'s study on first-class restaurant businesses operating in Istanbul with tourism operation certificate shows that perceived ethical leadership behaviors positively affect the emotional commitment dimension of organizational commitment. Özçelik (2011:3), in her master's thesis on 180 nurses working in a state hospital, identified that the ethical climate positively affects the emotional commitment of the employees. In the study of Oing et al. (2020: 1405) with 467 participants working in the public sector in China, they identified that ethical leadership positively affects affective organizational commitment.

Demirdağ and Ekmekçioğlu (2015: 197) examined the relationship between ethical leadership and ethical climate perception of 76 blue-collar and white-collar

employees working in an enterprise operating in the automotive sector and organizational commitment. showed a significant and positive effect. In the light of the findings obtained from these studies, it can be said that the research hypotheses **H<sub>2a</sub>** (*Hotel employees' ethical leadership perceptions have a statistically significant and pozitive effect on their affective organizational commitment.*) are supported.

In the study of Eşitti (2019: 54) on first-class restaurant business employees operating in Istanbul with a tourism operation certificate, it was identified that ethical leadership positively affects the highest continuance commitment dimension among the organizational commitment dimensions ( $r=.832$ ;  $p<.001$ ). In Özer (2020: 116-117)'s master's thesis, which aims to determine the effect of employees' nepotism and ethical leadership perceptions on affective , continuance and normative commitment, which are sub-dimensions of organizational commitment, the employees of 3-star hotels with tourism management certificate operating in Hatay province as a sample. has been selected. From the results of the research, it was seen that ethical leadership has a significant and positive effect on continuance organizational commitment. In the light of the findings obtained from these studies, it can be said that the research hypotheses **H<sub>2b</sub>** (*Hotel employees' ethical leadership perceptions have a statistically significant effect on their continuance organizational commitment.*) are supported.

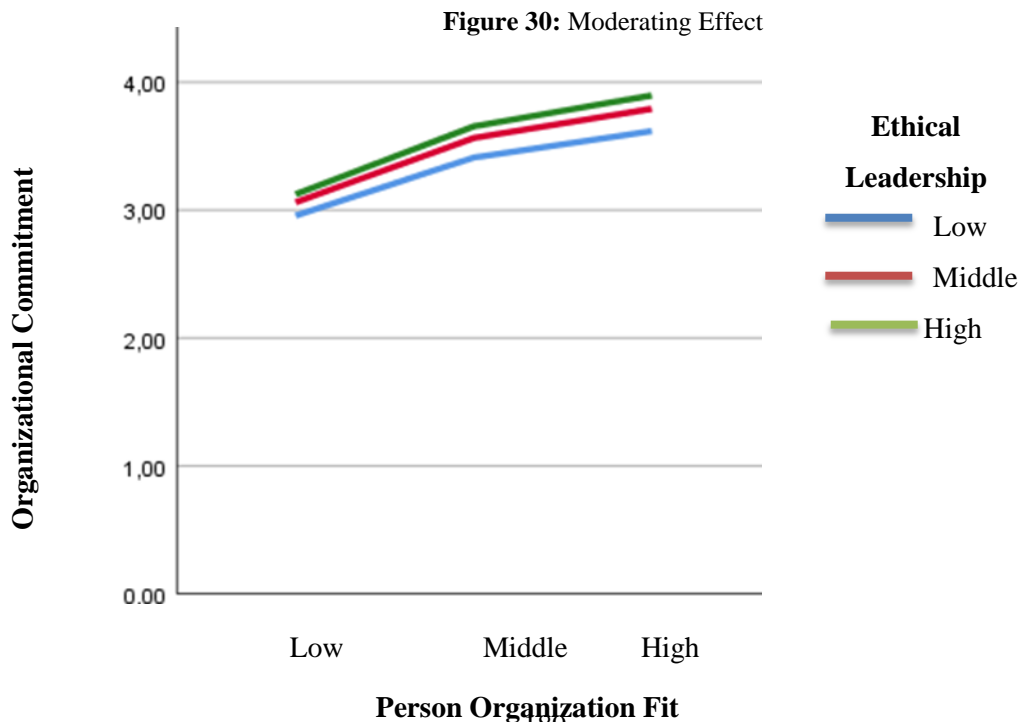
In Özer (2020: 116-117)'s master's thesis, which aims to determine the effect of employees' nepotism and ethical leadership perceptions on affective, continuance and normative commitment, which are sub-dimensions of organizational commitment, as a sample, the employees of 3-star hotels with tourism management certificate operating in the province of Hatay has been selected. From the results of the research, it was seen that ethical leadership has a significant and positive effect on normative commitment. Özçelik (2011: 3), in her master's thesis on 180 nurses working in a state hospital, identified that the ethical climate positively affects the normative commitment of the employees. In the light of the findings obtained from these studies, it can be said that the research hypotheses **H<sub>2c</sub>** (*Hotel employees' ethical leadership perceptions have a statistically significant and pozitive effect on their normative organizational commitment*) are supported.

In the research conducted by Coldwell et al. (2008: 612) at a university in the Republic of South Africa, it is seen that socially responsible or ethical behavior

practices in organizations increase the general organizational satisfaction of employees. In other words, the person-organization compatibility of employees in organizations with an ethical climate and ethical management is at a high level (Akbaş, 2010: 193). In this framework, it is revealed that ethical values affect the attractiveness of potential employers on an ethical basis in terms of person-organization fit. (Coldwell et al., 2008:616). In the light of the findings obtained from these studies, it can be said that the research hypotheses **H<sub>3</sub>** (*Ethical leadership has a statistically significant and positive effect on person-organization fit.*) is supported.

In the study of Valentine et al. (2002:349) on 304 young employees, it was identified that corporate ethical values affect both organizational commitment and person-organization fit positively. As previously stated in the literature, ethical leaders are the most influential people in adopting, applying and maintaining ethical values in an organizational culture. For this reason, ethical leaders strengthen the relationship between organizational commitment and person-organization fit, that is to say, it can be judged that it plays moderating role.

Apart from these studies, there are studies on the moderating role of ethical leadership in other organizational behavior issues (Babalola et al. 2014: 311; Çelik, 2014; Esmer and Aydoğan, 2019; Vezir, 2017). In the light of these studies, the **H<sub>4</sub>** hypothesis (*Ethical leadership has a moderating role in the positive relationship between person-organization fit and organizational commitment*) was not supported in the findings of this research.



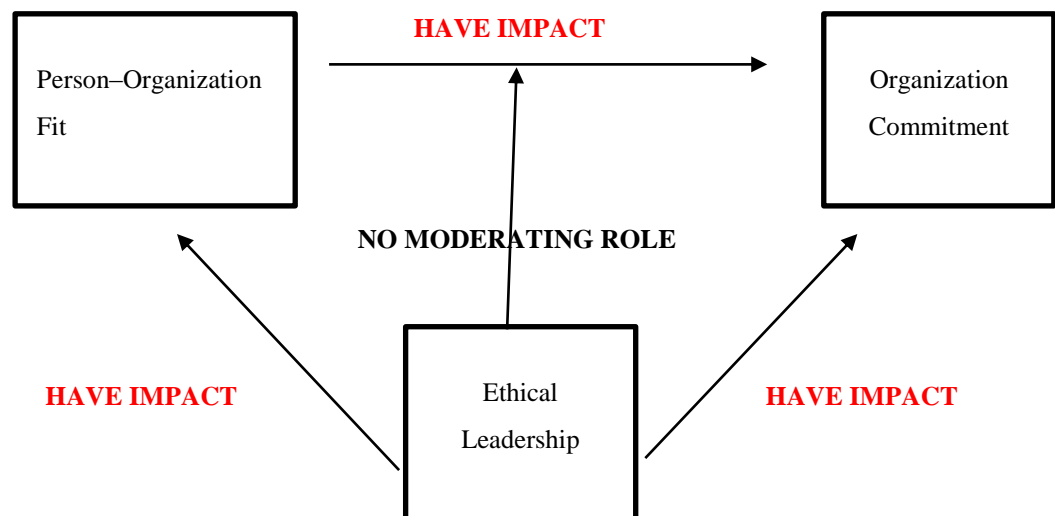


According to SPSS Process Macro results, when the moderating variable is low, medium and high, it is also seen that the relationship between person-organizational fit and organizational commitment does not change, and therefore ethical leadership does not have a moderating role.

### 3.7.9. The Latest Research Model Confirmed Significance by SEM Analysis

In the wake of the regression analysis, it was seen that the last research model, whose statistical significance was confirmed, and the structural equation model analysis, (SEM) according to the result, that ethical leadership has no moderating role, except for the hypothesis, it was found to be compatible with the first research model, which was supported by 9 other hypotheses. The final research model is shown in Figure 31.

**Figure 31: Last Research Model**



### 3.7.10. Evaluation of Research Hypotheses

In the current study, 10 hypotheses created within the scope of the relevant literature were tested with appropriate statistical analysis. Based on the findings obtained as a result of the appropriate statistical analysis, 9 hypotheses were supported, 1 hypothesis was not supported. Detailed information about the hypotheses and their results.

**Table 32: Results of Hypotheses Tested in the Scope of Research**

<b>Hypothesis Number</b>	<b>Hypotheses</b>	<b>Result</b>
<b>H1</b>	Person-organization fit of hotel employees have a statistically significant and positive effect on their organizational commitment.	<b>Accepted</b>
<b>H1a</b>	Person-organization fit of hotel employees have statistically significant and positive effect on affective commitment.	<b>Accepted</b>
<b>H1b</b>	Person-organization fit of hotel employees have statistically significant and positive effect on the continuance organizational commitment.	<b>Accepted</b>
<b>H1c</b>	Person-organization fit of hotel employees have a statistically significant and positive effect on normative organizational commitment.	<b>Accepted</b>
<b>H2</b>	The ethical leadership perceptions of hotel employees have a statistically significant and positive effect on organizational commitment.	<b>Accepted</b>
<b>H2a</b>	Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their affective organizational commitment.	<b>Accepted</b>
<b>H2b</b>	Ethical leadership perceptions of hotel employees have a statistically significant and positive effect on their continuance organizational commitment.	<b>Accepted</b>

<b>H2c</b>	Ethical leadership perceptions of hotel employees have statistically significant and positive effect on normative organizational commitment.	<b>Accepted</b>
<b>H3</b>	Ethical leadership have statistically significant and positive effect on person-organization fit.	<b>Accepted</b>
<b>H4</b>	Ethical leadership has moderating role in the relationship between person-organization fit and organizational commitment.	<b>Rejected</b>

## **DISCUSSION OF FINDINGS**

It was tried to quantified the organizational commitment levels, ethical leadership perceptions and person-organization fit of the employees working in 4- and 5-star city hotel establishments in the city center of İzmir and whether ethical leadership has a moderating role in the relationship between these two variables in this part of the research. In line with findings and results of research; recommendations for researchers and practitioners are given.

### **4.1. Findings**

Employees are an important factor in accommodation establishments and seen as a resource that adds value to the value of the establishment. Also, qualified employees directly affect the performance and success of the organization. Because of that, the issue of ensuring the continuity of qualified employees in the organization and increasing their commitment to the organization is a management issue that is kept on the agenda as an important organizational goal. The leader to encourage and support the employees, to set goals and objectives, to prepare the environment that will reveal the talents and creativity of the employees, and ensure that these behaviours are established within the organization by displaying ethical behaviours is an important factor that increases the efficiency and competitiveness of the organization in this context. It is necessary to decrease the employee turnover rate by increasing the organizational commitment levels of the employees who adopt ethical leadership behaviours.

Another issue that affects the efficiency and competitiveness of accommodation establishments in the service industry is person-organization fit. It is possible to say that accommodation establishments can be successful when the fit between the values of the organization and the values of the employees is emerged. It is expected that the employees with high person-organization fit can feel more connected to the organization with the support they receive from the organization and be more sensitive and successful in their organizational performance.

In this context, the organizational commitment levels, the relationship between ethical leadership perceptions and person-organization fit of the employees working in the accommodation establishments that operate for 12 months in the city centre of Izmir and the moderating role of ethical leadership were examined, and answers for the research questions under the title of research questions are being searched in this study.

We can summarize the results of the research conducted on 447 employees working in 4- and 5-star city hotels operating for 12 months in the city centre of İzmir as follows:

- The descriptive statistics about the employees, it is seen that 63.5% of the employees are male, 36.5% are female, and 36.5% are between the ages of 31-40. When the marital status of the employees was analyzed, it was seen that the majority of them were married (60.2%). When the educational status of the employees participating in the research is examined, it is seen that the rate of employees with a bachelor's degree (40.3%) is high. When evaluated in terms of the tourism education they received, it was identified that 62.9% of them received tourism education. It is seen that the front office (23.3%) comes first and the food and beverage department (22.6%) comes in the second place as the department where the employees work. One of the reasons for the low participation in other departments is the fact that the number of employees in some departments has decreased due to the restrictions in accepting customers due to the Covid 19 epidemic. When the monthly incomes of the employees participating in the research were examined, it was identified that 29.3% and 5001 TL and above, 21.3% between 4001-5001 TL. When the working time in tourism are examined, it is seen that 27.1% work in tourism between 6-10 years, and 23.7% work in tourism between 1-5 years. In terms of the length of service in the establishments they work, 48% of them are concentrated between 1-5 years. On the basis of this finding, it can be said that the employees worked in different areas of tourism before the establishments they work now. The ratio of those who work in their current establishments for 16 years or more is only 4.7%. It can be said that this ratio reflects the general structure of the sector, because the employees do not prefer to work in an establishment for many years or the employee turnover rate is high. Finally, 37.4% of the participants in the research are staff and 35.8% are middle-level managers.

•The organizational commitment levels of the employees were tried to be determined as affective, continuance and normative commitment, respectively, based on the three-dimensional organizational commitment model in our research. The commitment scale is divided into five levels such as “5.00-4.21 is very high; 4.20-3.41 high, 3.40- 2.61 medium; 2.60- 1.81 low and 1.80-1.00 rated as very low. According to the findings, the affective commitment of the employees is “high” (3.60), their continuance commitment is “high” (3.46), their normative commitment is “medium” (3.29), and the general commitment level is “high” (3.45). However, it can be said that this value is close to the limit and the organizational commitment of the employees is close to the medium level. The high average of affective commitment can be seen as an opportunity that can be turned into an advantage in city hotels such as summer resort hotels. Affective commitment is a desired type of commitment in terms of preventing employee turnover, especially in high season. It is thought that the employees who have affective commitment are less likely to leave the company. It is also possible to say that affective and continuance commitments are very close to each other. Even if it is not at a very high level, employees are committed to their organizations by "love" and by "compulsory" so that their investments (labour, time, effort, status, etc.) will not be wasted and committed by “feeling of obligation” in medium level. It is seen that the normative commitment of the employees is lower than the affective and continuance commitments. The low level of normative commitment, which is an obligation-based commitment component, is due to the fact that employees do not have a sense of obligation towards their organizations. It can be said that this is due to personal and cultural characteristics and the economic situation, and that the employees do not have sufficient awareness of responsibility towards their organizations. Beyond this awareness, it is supported by research findings that they are more afraid of the costs that will arise in case of losing their job and that they don’t want to lose the time and investments they have given to that organization.

In summary, as it is understood from these findings, the reasons for employees' commitment to their organizations are not because of a single reason. Because of that, the three-dimensional model of Allen and Meyer was preferred instead of a one-dimensional organizational commitment model in this study. Thus, the reasons for the commitment behaviour of the employees to their organizations can be better explained.

- Another variable of the research, person-organization fit was examined in three dimensions such as needs supplies fit, value fit and demands abilities fit. As a result of the research, it was seen that the level of demands-abilities fit was “high” (3, 69), the needs-supplies fit was “medium” (3.34), and the general person-organization fit level was “high” (3.42). From this point of view, it can be said that the personal abilities of the employees and the training they receive match well with what the organization demands from them. It is possible to say that the majority of the participants (62.9%) who participated in the research (62.9%) had tourism training, which is effective in meeting the demands of the organization. On the other hand, it is seen that the value fit is at a "medium" level (3, 22). The reasons for mis-fit can be shown as not explaining the values of the organization to the employees fully and accurately, the owners of accommodation establishments not being values such as a vision or mission oriented, or their inability to institutionalize. For this reason, employees who do not fully understand the values of the organization may not find concrete values that will fit their own values.

- Ethical leadership, which is another variable of the research, was examined as a single dimension. In this one dimension, the leader's behaviours - Honesty - Trust in the Leader - Interactional Justice - - Bad Behaviours and Ethics were measured. It was seen as a result of the research that the level of this single dimension was "high" (3,64). It can be said from this point of view that employees need a leader in their organizations, they want to trust that leader, and they care about the leader's ethical behaviours, honesty and the sense of justice of the leader.

According to the results of the correlation analysis regarding the existence of the relationship between the organizational commitment of the employees, person-organization fit and ethical leadership:

- It was identified that there is a statistically significant positive relationship between organizational commitment and person-organization fit (1), value fit (2), needs supplies fit (3), demands-abilities fit (4) and ethical leadership (5) ( $p < 0,01$ ;  $r_1 = 0,645$ ,  $r_2 = 0,603$ ,  $r_3 = 0,611$ ,  $r_4 = 0,461$ ,  $r_5 = 0,437$ ). Similar findings are stated by Cook and Wall (1980). The fact that organizational commitment will increase by increasing the fit of individual values with organizational values is being emphasized. The findings of the research conducted by Hassan et al. (2014) about the relationship between ethical leadership and organizational commitment also support the findings of

this study. Research findings of many authors also suggest that ethical leadership affects organizational commitment positively (Allen and Mayer, 1990; Aykut, 2007; Brown and Trevino, 2006; Erdoğan, 2018; Esmer, 2011; Meyer et al., 2010; Moripek, 2016; Neubert et al., 2009, Saraç and Meydan, 2013; Turan, 2019; Yıluzar, 2016). Employees whose personal values fit with the organizational values have higher commitment than the those who don't have this fit. The findings of the researchers also show that there is a significant and positive relationship between organizational commitment and person-organization fit (Alnıaçık et al., 2013:280; Valentine et al.,2002:357). Otherwise, they cannot be expected to show commitment to their organizations, and negative results such as employee turnover rate and job dissatisfaction, absenteeism, and late arrival to work may be encountered. Because of this reason, it should be noted that the management approach in the organization should be in a manner that enables the leaders who adopt ethical principles to develop in this direction. Also, employing people who are thought to be fit with the organization is important in terms of achieving high organizational commitment.

- A statistically significant and positive relationship had been found between affective commitment, which is a sub-dimension of organizational commitment, and person-organization fit (1), value fit (2), needs supplies fit (3), demands-abilities fit (4) and ethical leadership (5). ( $p<0.01$ : $r_1=0.548$ ,  $r_2=0.502$ ,  $r_3=0.509$ , $r_4= 0.414$ , $r_5= 0.408$ ). The findings of the researches conducted by Polatçioğlu and Cindiloğlu (2013), Çetinkaya (2016), Mc Connell (2003) also supports findings of this research. Ouing et. al (2020) and Demirdağ and Ekmekçioğlu (2015) also determined a statistically significant and positive relationship between ethical leadership and affective commitment sub-dimension. Employees who see that leaders display honest, moral, fair, supportive and ethical behaviours could develop an affective commitment to their organization and their leader, and they do their jobs with pleasure. Also, they may want to continue working with that leader by developing a bond of affection towards their leader.

- A statistically significant and positive relationship had been found between continuance commitment and person-organization fit (1), value fit (2), needs supplies fit (3), demands-abilities fit (4) ( $p<0.01$ : $r_1=0.262$ , $r_2=0.247$ ,  $r_3=0.244$ , $r_4= 0.191$ ). Similar findings determined in the research conducted by Öcel (2013) and Çetinkaya (2016).



Employees can show a continuance commitment towards their organizations when the fit between their personal values and values of the organization is created. Employees who believe that they have fit with their organization do not want to seek another job, and do not want to take the risk of the cost of starting another job. No statistically significant relationship found between continuance commitment sub-dimension and ethical leadership ( $p>0.05$ ). The fact that the researches conducted by Eşitti (2019) and Özer (2020) determined a positive relationship between continuance commitment and ethical leadership, this finding do not support hypothesis of our research.

- It had been seen that there is a statistically significant and positive relationship between normative commitment sub-dimension and person-organization fit (1), value fit (2), needs supplies fit (3), demands-abilities fit (4) and ethical leadership (5) ( $p<0.01$ : $r_1=0.613$ , $r_2=0.583$ ,  $r_3=0.595$ , $r_4= 0.414$ , $r_5= 0.433$ ). Sipahi and Kesen (2016) also stated in their researches that normative commitment, which is a sub-dimension of organizational commitment, affects person-organization fit positively.

- It had been understood that there is a medium level statistically significant positive relationship between ethical leadership and person-organization fit (1), a medium level statistically significant positive relationship between ethical leadership and value fit (2), a medium level statistically significant positive relationship between ethical leadership and needs supplies fit (3), and a statistically significant positive demands-abilities fit (4) ( $p<0.01$ : $r_1=0.477$ , $r_2=0.427$ ,  $r_3=0.474$ , $r_4= 0.338$ ). It had been concluded in the research that ethical perception affects person organization fit. It can be said that employees with a high level of ethical leadership perception adapt to the organization more quickly and comfortably and therefore their person organization fit levels increase. This outcome corresponds to the findings of other researchers (Öğüt and Kaplan, 2011; Taner and Elgün, 2015).

- It was observed based on the correlation analysis that there are statistically significant positive relationships between the three variables and their sub-dimensions in the research. The high level of person-organization fit of the employees can make is easier for them do their work willingly and lovingly in the organization they work for. The fact that employees who think that their own values and the values of the organization are in fit to work willingly in the organization, in other words, to show an affective commitment to their organization can be seen as an expected situation. The

more the employees see themselves in fit with that organization, the more they are committed to that organization and do not think of leaving that organization for many years. From the point of view of ethical leadership, the employees feel themselves in a safer and fairer environment in an organization where ethical values are applied, ethical rules are valid in the behaviour of the leaders, there is a fair promotion and wage system, and honesty and moral values are reflected in the management approach. This can have an impact on their affective, continuance and normative commitments.

- Also, it can be said that ethical leadership has a positive effect on reducing employee absenteeism, providing job satisfaction, reducing employee turnover rate and increasing job performance.

As for determining the moderating role of ethical leadership in the relationship between person-organization fit and organizational commitment, SEM analysis was conducted. The effects of the independent variable (X), which is the model of the research, moderating (W) and interaction (X\*W) on the dependent variable (Y), which is the outcome variable, are given. It is understood that this effect is significant because it is less than 0.05 and also because the values of the confidence interval do not contain 0 (zero) values. While the effect of the independent variable (person-organization fit) on the dependent variable (organizational commitment) is significant; it is seen that ethical leadership does not have a moderatory role in this effect ( $p > 0.05$ ). The percentage of explanation of this model was found to be 43.9% ( $=0.439$ ). It was seen among the studies in the literature that the findings of the study of Valentine et al. (2002) do not support the hypothesis of this research.

As the results of the analyses made in order to determine whether there is a significant difference between the demographic characteristics of the employees participating in the research and the ethical leadership scale;

- It has been identified that there is no statistically significant difference between the variables such as age, gender, education level, department, monthly income and working time in tourism and working time in current establishments of the employees participating in the research ( $p > 0.05$ ). On the other hand, it was identified that there is a statistically significant difference between the answers to the questions of job in the establishment, marital status and ethical leadership ( $p < 0.05$ ). It is discernible that the employees in the lower-level managerial positions have higher ethical leadership

perceptions than the employees, and the married individuals have higher ethical leadership perceptions than the single ones. This can be because the managers working at the lower level are more directly affected by the ethical behaviour of the leaders in terms of decision-making and implementation of the decisions in the management and because they are the interlocutor to them. Again, compared to single employees, married people want to work in the organization for a longer period of time because they are responsible for their families. Because of this reason, they may be more sensitive to ethical leadership behaviours in their organizations.

As results of the analyses made to determine whether there is a significant difference between the demographic characteristics of the employees participating in the research and the sub-dimensions of the organizational commitment scale;

- It has been identified that the scores obtained from the organizational commitment scale and its sub-dimensions do not show a statistically significant difference according to the gender, age, tourism education level and working period in tourism ( $p>0.05$ ).

- It has been identified that the scores obtained from the organizational commitment scale and affective commitment dimensions shows a statistically significant difference according to marital status ( $p<0.05$ ). It has been identified that the married employees have high scores. It is possible to say that married employees will tend to avoid the cost of leaving the job because their family responsibilities are higher than those who are single, and so they can be more committed to their organization. The fact that single individuals will act more freely in their search for a new job is expected situation.

- It has been identified that there is a statistically significant difference between the scores obtained from the continuation commitment dimensions of the organizational commitment scale and the educational status and monthly income of the individual ( $p<0,05$ ) has been identified that the continuation commitment dimension of the organizational commitment scale is higher for those with graduate degrees than those with associate degree graduates, and individuals with a monthly income of 2324 Turkish Liras have lower scores than those with a monthly income of 5001 TL or more. Employees with a high level of education may have more motivation to stay in their organizations and demonstrate their knowledge and abilities than those with low

educational status, and they may have a higher career expectation and desire to be promoted in their business life than those with low educational status. Also, the satisfactory level of salary of the employees seem to be an important internal motivation. Therefore, it is possible that the organizational commitment of the employees working in a satisfactory and fair wage system is also high.

- It has been identified that the scores obtained from the organizational commitment scale, affective commitment and normative commitment dimensions show a statistically significant difference according to the period of time the individual has worked in the establishment they work for ( $p < 0.05$ ). According to the Post-hoc test, which was conducted to find out which groups have difference, for organizational commitment, employees whom work for 1-5 years have less commitment than those whom work between 6-10 years, for affective commitment employees whom work for less than 1 year and 1-5 years have less commitment than those whom work between 6-10 years and for normative commitment, employees whom work for 1-5 years have less commitment than those whom work between 6-10 years. As the working time of the employees in the organization increases, they become psychologically attached to the organization and can internalize their organizations more easily. They become employees who analyse the structure and needs of the organization more accurately, which allows them to develop knowledge and skills to meet these needs. Employees with increased knowledge and skills are more willing to stay in the organization; they commit to the organization with a relationship of self-interest due to external negativities such as uncertainties in the external environment, severance pay, and increase in their existing investments, (Ağca and Ertan, 2008: 395; Erol, 2013: 58-59; Kardaş, 2016: 72; Sarıboğa, 2017: 36). Working period in the organization can affect organizational commitment by forming a self-interest relationship between the employee and the organization as well as by showing an affective commitment because the employee gets used to the organization. This effect can result in a positive increase in job performance for both the employee and the organization. It is in line with the findings of Gümüş, Hamarat and Erdem (2003), which is one of the researches that the commitment increases according to the working period in the organization.

- It has been identified that the scores obtained from the affective commitment dimension of the organizational commitment scale show a statistically significant

difference according to the department where the individual works ( $p < 0.05$ ). It was determined for the affective commitment dimension of the organizational commitment scale that the scores of the employees from the sales-marketing department were lower than the scores of the employees from the food-beverage department. Employees working in the food and beverage department in accommodation establishments tend to have warmer relations and communication with customers compared to departments such as sales, marketing, accounting, and purchasing. They may be willing to stay in that organization due to positive feedback from customers and seeing them again.

- It has been identified that the scores obtained from the organizational commitment scale, continuance commitment and affective commitment dimensions do not show a statistically significant difference according to the individual's duties in the establishment ( $p > 0.05$ ). It was determined according to the Post-hoc test performed in order to find out between which groups the difference was that for affective commitment, the senior manager scores were higher than the scores of the staff and for the continuance commitment, staff scores were higher than the middle manager scores.

According to the analyses about Person-Organization Fit Scale and its' sub-dimensions;

- It has been identified that there is no statistically significant difference according to the gender, the department that individual works for, the working period of the individual in the current establishment, and the monthly income ( $p > 0.05$ ).

- It has been identified that Person Organization Fit Scale shows a statistically significant difference according to needs supplies fit, educational status and marital status ( $p < 0.05$ ). It was determined according to the multiple comparison tests conducted to identify the differing group that; the scores of postgraduate graduates were lower than those of high school, associate degree and bachelor's degree graduates, and the scores of those who were married were higher than those who were single. As the level of education increases, the level of perception of the culture and needs of the organization of the employees may also be higher, and they may try to show a fit in order to meet these needs. On the other hand, since married employees are more aware of their family responsibilities as in organizational commitment, they can aim to maintain their family livelihood by working in that organization for many years by showing more fit to meet the needs of their organizations.

- It has been identified that the scores obtained from the demands-abilities fit sub-dimension of the Person-Organization Fit Scale show a statistically significant difference according to the individual's working period in tourism and age ( $p<0.05$ ). It was found according to the multiple comparison tests carried out to identify the differing group that the scores of those who work in tourism for 16 years or more are higher than those who work less than 1 year, and the scores of individuals aged 51 and over are higher than the scores of individuals aged 41-50, 31-40 and 21-30. However, according to the results of the research conducted by Yılmaz (2016) in terms of person-organization fit, there was no significant difference in person-organization fit in terms of working period.

On the other hand, it can be said that as the working period in tourism increases, it becomes easier for the employees to determine the demands of the organization well. Since the employees know the structure of tourism well, they know where, how and with whom they will work with. They can direct their own personal development in line with what the organization demands from them. In the same way, when we look at the age factor, employees can develop professional approaches and solutions towards the job they work and find the right solutions to the demands of the organization with the ease with the experience as the age progresses.

- It has been identified that the scores obtained from the Person-Organization Fit Scale, value fit and demands-supplies fit sub-dimension show a statistically significant difference according to whether they have received tourism education or not ( $p<0, 05$ ). It was determined according to the multiple comparison tests made to identify the group that differs that the scores of those who received tourism education were higher than those who did not. Employees who have received tourism education can make a more accurate job description and look for ways to be more competent in response to the demands of the organization. However, people who have not received tourism education are hazy about what to do at where and with whom because they cannot develop a specific job description, and this may make them inadequate and make it difficult for them to develop organizational fit.

- It has been identified that the scores obtained from the Person-Organization Fit Scale and the sub-dimension of demands-supplies fit show a statistically significant difference according to the duties of the individuals in the establishment ( $p<0,05$ ). It has

been identified that the scores of the individuals working as staff in the establishment are lower than the scores of the senior managers, and the scores of demands-supplies fit sub-dimension of the staff are lower than the scores of the lower and senior managers.

#### **4.2. Contribution to Literature and Practitioners**

The research makes an important contribution to the related literature in terms of revealing the views of employees working in accommodation establishments on organizational commitment, person-organization fit and ethical leadership perceptions and the relationship between them. For example, it can be helpful in the academic studies that researchers will do in the future, about the studies such as recruitment processes within the framework of person-organization fit in accommodation establishments, employee selection processes of establishments, methods that can be applied to reduce employee turnover rate, job satisfaction, loyalty to the establishment and stress level can provide important contributions to the literature and practitioners. Since it is the first study in which three variables are studied together and the moderating role of ethical leadership is measured, it can guide and contribute to other researchers who want to work in this field.

#### **4.3. CONCLUSION AND RECOMMENDATIONS**

Organizational commitment, ethical leadership and person-organization fit, which constitute the variables of this research, are discussed together with different variables in the related literature. When researches on person-organization fit for accommodation establishments are examined, it is discernible that person-organization fit is mostly based on the subjects such as job performance, organizational efficiency, service quality, job satisfaction, intention to leave the job, absenteeism, organizational commitment, stress, organizational justice, organizational citizenship, organizational identification, organizational creativity, leadership types, altruism, emotional labour. Previous studies on person-organization fit were mostly carried out in the form of a comparison between private and public sectors, different occupational groups, and female - male employees; problematic issues such as how person-organization fit affects the organizational behavior of the employees are emphasized. Also, it is seen that over

the past years, the first researches on the subject were mostly focused on organizational outputs (job performance, organizational effectiveness, productivity, organizational identification, organizational citizenship, etc.); later studies are mostly based on the effects on the employees (job satisfaction, intention to leave, intention to stay at work, absenteeism, emotional labor, etc.). It has been found in these studies that, there is a positive and statistically significant relationship between person-organization fit and organizational commitment, organizational justice, organizational citizenship, job satisfaction, job performance, and intention to stay; there is a negative and statistically significant relationship between variables such as organizational cynicism, intention to leave and stress. It was found in the examined studies that person-organization fit positively affects organizational commitment, and there is a positive relationship between ethical leadership and person-organization fit. It is seen that in these examined studies there are suggestions such as determining the fit between the organizational and the individual values during the recruitment process, matching the purpose of the employee and the goals of the organization after the recruitment process, including applications to increase the social support provided to the employees and improving the working conditions.

When the studies in the literature on organizational commitment to accommodation establishments are examined, it can be understood that organizational commitment is frequently associated with variables such as organizational identification, organizational citizenship, organizational justice, organizational culture, organizational communication, organizational empowerment, service quality, professional life quality, professional life-life balance, job satisfaction, and organizational commitment, ethical climate, ethical perceptions, leadership styles organizational burnout, intention to leave, motivation, job stress. Possible organizational problems (intention to leave the job, job dissatisfaction, absenteeism, emotional exhaustion, employee turnover, etc.) in case of low level of organizational commitment were emphasized in the studies conducted. It can be seen in studies based on employees working in accommodation establishments that affective commitment, which is one of the dimensions of organizational commitment, is at a higher level than the other two dimensions of organizational commitment, continuance commitment and normative commitment. It can be said about the findings of this study that affective commitment is



at a "high" level (3.60) compared to the other two dimensions of commitment and it matches with some other research findings. It can be said based on these findings that the employees are affectively committed to their organizations rather than a commitment due to necessity, and they intend to stay in their organizations gladly and willingly. It has been also seen in studies on organizational commitment that there is a negative and statistically significant relationship between organizational commitment and intention to leave, absenteeism, employee turnover rate, emotional burnout and there is a positive and statistically significant relationship between motivation, quality of professional life, job satisfaction, service quality, work engagement, work family balance, career management, and intra-organizational communication. It was also seen in this study that there is a relationship between organizational commitment, person-organization fit and the dimensions of ethical leadership. In terms of the studies examined in the relevant literature, the applications that increase organizational commitment (such as a fair wage policy, having a fair assignment and promotion criteria, an accurate performance evaluation system and rewarding etc.), improving working conditions of the employees (sheltering, food & beverage, insurance, wage, rewarding etc.) having an effective human resources management that provides training and development of employees, and human resources planning in line with the goals and objectives of the organization are included. It can be seen also in this research that the suggestions about organizational commitment are in line with the suggestions in the literature.

It can be seen in the literature on researches about ethical leadership for accommodation establishments that it is generally examined with variables such as organizational culture, organizational commitment, person-organization fit, organizational justice, work and group performance, workplace deviant behaviors, innovative service behavior, ethical climate, charismatic leadership. The fact that job satisfaction and how an effective organizational communication is ensured in the organizations where principles and values are applied and organizational behaviour problems of employees in organizations where there are leaders who display unethical behaviors are emphasized in the past studies. Again, the findings of the studies revealed that ethical leadership behaviours generally have a positive and statistically significant relationship between variables such as organizational justice, innovative service behavior, group performance, organizational culture, organizational commitment and

person-organization fit, and there is a negative and statistically significant relationship between workplace deviant behaviors (theft, sabotage, slowing down work etc.) and organizational deviation. It was also found in this research that there is a positive and statistically significant relationship between ethical leadership and organizational commitment, as well as a statistically significant and positive medium degree relationship with person-organization fit. Suggestions such as displaying ethical behaviours in the organization, the prioritizing the implementation of the principle of equality and justice in the organization against the employees, the leaders to encourage and reward the employees, creating an ethical climate environment by punishing them when they display unfair behavior, and the necessity of complying with the principles of honesty, reliability and openness by everyone, from the management to the employees, in the organization are included regarding the studies in the related literature are included.

As a result, with this research, the relationship between organizational commitment and person-organization fit is presented, and the moderating role of ethical leadership in this relationship was found. Depending on this finding, ethical leadership behaviours affect the other two variables, but it is not possible to say that it increase or decrease the degree of relationship between organizational commitment and person-organization fit. On the other hand, there are many studies in the related literature in which ethical leadership has a regulatory or moderating role. While the relationship between ethical leadership and the other two variables in this study overlaps with some other studies in the literature, the lack of a moderatory role do not overlap with other studies. Because of this reason, one of the important conclusions reached by this research is that the moderating effect of ethical leadership may not always be there.

It has been presented in many studies in the related literature that the personal characteristics, values and judgments of the employees to be in fit with the values and judgments of the organization, makes a significant contribution to organizational commitment. The fact that person-organization fit is an important factor in achieving organizational goals forces establishments to hire employees who have this fit with organizational values. The fact that the compliance of employees with their work, managers and groupmates is a factor that increases their organizational commitment

levels is statistically supported by a significant relationship between these two factors in this study.

Ethical leadership behaviours are important for accommodation establishments with their organizational outputs such as increasing organizational commitment and organizational identification, reducing psychological contract violation, organizational citizenship and organization to accomplish its goals. The behaviours of ethical leaders such as encouraging the employees, preparing the appropriate environment for the creativity, knowledge and skills of the employees to emerge, and create the rules of the hotel correctly and apply the shared-decisions taken at the hotel within the framework of ethical values are among the ethical leadership behaviours that can affect the perceptions of the employees. While the behaviours of the employees who take the behaviours of the ethical leader as role models are likely to be formed within the framework of ethical values, it also has been emphasized in many studies in the related literature that the employees working in the organizations where ethical values are applied display a commitment to their organizations with a sense of organizational trust and organizational justice. It was revealed in the correlation analysis in this study that the ethical leadership perceptions of the employees have a statistically significant and positive relationship with organizational commitment.

Organizational commitment-organizational trust relationship, organizational commitment-job satisfaction relationship, organizational commitment-organizational justice relationship researches can be conducted in all tourism establishments in the service sector, manufacturing sector, public and private enterprises, and their related aspects can be revealed by using person-organization fit and ethical leadership variables. On the other hand, conducting the study on a larger scale, for example, comparing the staff working in 4- and 5-star city hotels abroad with those working in 4- and 5-star city hotels in Turkey, and revealing the differences may be beneficial for the academic literature in terms of determining the territorial differences in the sector. This type of study can also be applied to other tourism establishments (travel agencies, food and beverage establishments, recreation establishments, etc.). Also, the moderatory role of ethical leadership in the relationship between organizational commitment and person-organization fit or the moderator and/or mediating role of the other two variables can be researched. From another perspective, the moderatory/regulatory role of different

variables such as organizational justice, psychological contract and the moderating role of person-organization fit can be examined by adding new variables such as organizational commitment, ethical leadership, strategic management, and organizational performance.

The effects of person-organization fit on organizational outcomes such as employee performance, job satisfaction, organizational citizenship behaviour, organizational trust, strengthening the desire to stay at work, individual and organizational success, reducing job stress, and career planning can be investigated by adding these variables to the study. Person-manager fit and person-group fit can be investigated by using qualitative research methods within the framework of person-organization fit. Repeating the research on larger samples may make it possible to reach more generalizable results. On the other hand, making a comparative research between manufacturing sector and tourism sector about the relationship between person-organization fit, organizational commitment and ethical leadership may be useful in terms of revealing the differences between the sectors. Again, with these variables, the study can be conducted between resort hotels and city hotel employees, and the levels of employees' organizational commitment, person-organization fit and perception of ethical leadership behaviours can be compared. Researchers who will conduct research in this field in the future can be recommended to investigate the moderating effects of demographic factors in the relationship between organizational commitment, person-organization fit, ethical leadership.

This research was conducted on the employees of the city hotels operating for 12 months in the city center of Izmir. Researching and comparing companies of different sizes from different sectors will contribute to the academic literature in this respect. Correlation analysis was performed in this study. It is recommended to conduct more comprehensive studies in which the effects of intervening variables to be also investigated in this regard. In such future studies can be made by taking variables such as job satisfaction, organizational trust, and organizational justice in account. Focus group interview, which is a type of interview, among qualitative methods besides can be used the quantitative method in the measuring the variables (organizational commitment, ethical leadership, person-organization fit) used in this study.

#### **4.3.1. Recommendations To Researchers**

It has been presented in many studies in the related literature that the personal characteristics, values and judgments of the employees to be in fit with the values and judgments of the organization, makes a significant contribution to organizational commitment. The fact that person-organization fit is an important factor in achieving organizational goals forces establishments to hire employees who have this fit with organizational values. The fact that the compliance of employees with their work, managers and groupmates is a factor that increases their organizational commitment levels is statistically supported by a significant relationship between these two factors in this study.

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comparing the staff working in 4- and 5-star city hotels abroad with those working in 4- and 5-star city hotels in Turkey, and revealing the differences may be beneficial for the academic literature in terms of determining the territorial differences in the sector. This type of study can also be applied to other tourism establishments (travel agencies, food and beverage establishments, recreation establishments, etc.). Also, the mediating role of ethical leadership in the relationship between organizational commitment and person-organization fit or the moderator and/or mediating role of the other two variables can be researched. From another perspective, the moderatory/regulatory role of different variables such as organizational justice, psychological contract and the moderatory role of person-organization fit can be examined by adding new variables such as organizational commitment, ethical leadership, strategic management, and organizational performance.

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#### **4.3.2. Recommendations to Practicioners**

From the point of view of practitioners, ethical codes in accommodation establishment should be created, these codes should be published in booklets and brochures, distributed and transferred to employees in employee training programs. Since ethical leaders are role models, adopting these culture and moral codes in their professional life will have a positive effect on the behaviour of employees. In order to increase the effectiveness of teamwork, it is necessary to establish the necessary cultural, attitudinal and behavioral infrastructure, to establish an effective organizational communication, and to provide systematic feedback to the employees about the current status of the organization, its values, goals and the desired success.

Flexible working hours can be used to increase the organizational commitment of the employees. Thus, the organizational commitment of the employees who have the opportunity to spare time for their family and personal needs will also increase. In order to break the monotony caused by the employees to work in the same organization for a long time, increasing the team working activities and application of rotation may be useful.

As the communication of the employee with the members of the team increases and breaking the monotony by doing different work, gaining organizational commitment can also be achieved. The quality of the professional life of the employees can be increased by arranging the working environments of the employees in a safe and healthy way, giving them jobs that are compatible with their personalities, and including them in social responsibility activities. Apart from these, public housing, cafeteria, transportation services, sports activities, nursery facilities for female employees with

children can also increase the quality of professional life and can reduce the negative effects of stress. Employees who have a high-quality professional life may also have high organizational commitment.

Both behavioural and attitudinal approaches should be given importance in ensuring the organizational commitment of employees working in city hotels. While a short-term organizational commitment can be achieved by the behavioural approach, longer-term organizational commitment can be achieved by the attitudinal approach. Also, since this research provides findings on whether the organizational commitment levels of employees change according to their demographic characteristics, it is a guide for managers about what can they do in order to improve the organizational commitment of employees with different demographic characteristics. Managers can develop tactics by taking their demographic characteristics into account in order to increase the commitment of their employees in their organizations.

Institutionalization of accommodation establishments should be given importance. With institutionalization, the management of establishments with managers who give importance to professional ethical values and the establishment to be financially advantageous will create an organizational trust for the employees, and this will reflect positively on the organizational commitment of the employees. Businesses should be able to create an organizational culture dominated by organizational trust based on being consistent in their commitments and supporting the employees in times of crisis or risk.

Accommodation establishments develop depending on human resources. The leaders to encourage the employees, to set concrete goals for the future, to create environments that allow the creativity of the employees to emerge, and to treat the employees with fairness, equality, love and compassion are the most important factors that increase the efficiency, effectiveness and especially competitiveness of the organizations within this context. Thus, organizational commitment levels of the employees should be increased by making them adopt ethical leadership behaviours and at the same time, the fit of employees with the organization should be simplified. It can be suggested within this context that organizations should take measures to increase the ethical behavior of the leader.



Employers should fulfill the promises that they give to their employees during the recruitment process and should be able to treat their employees fairly and honestly. Thus, the employee's trust in the organization and its leader will also ensure organizational commitment and the fit to the organization. Also, an employee profile that the service provided in accommodation accomplishments coincides with ethical values should be created.

Ethical perception is associated with education level, because of this reason, the education level of the employees in the accommodation establishments should be given importance. An ethical climate that will enable them to perceive the processes as fair in disciplinary actions such as the wage policy in the organization, promotion, compliance with overtime, rewards and punishments should be created. It has been emphasized in many studies that the employees who think that their organization behaves fairly and ethically, have a positive attitude towards their organization and show commitment. It was seen in the analysis results of this study that ethical leadership has a statistically significant and positive relationship with organizational commitment and person-organization fit.

Accommodation establishments, as establishments that provide tourism services that are formed according to the expectations and demands of people with different cultural characteristics, try to ensure the satisfaction of both tourists and employees. Ensuring person-organization fit primarily affects client and employee satisfaction. It is being emphasized in studies on person-organization fit that employee behaviors have a significant effect on organizational outputs such as organizational commitment, employee performance, job satisfaction, organizational citizenship behavior, reducing job stress, and strengthening the desire to stay at work (Lauverve Kristof Brown, 2001; Liu, Liu and Hu, 2010; Vogel and Feldman 2009). It was also seen in the correlation analysis made in this study that there is a statistically positive relationship between person-organization fit and organizational commitment.

Based on these results, person-organization fit is an important factor for accommodation establishments. First of all, great importance should be given to the recruitment and selection process of the employees, personality inventory, psychotechnical and adaptation tests can be applied to determine whether the characteristics of the candidate and the characteristics of the organization fit in the

recruitment within this context. Afterwards, working conditions that will help the employees to feel themselves as a whole with their organizations, superior-subordinate relationships, performance evaluation and promotion systems, and motivation factors should be meticulously arranged. The justice and trust that the employees perceive in the workplace will also increase their person-organization fit and make them affectively commit to the organization.

Once again, job analysis can be done in order to determine the job descriptions, job requirements and the qualifications required by the job, and the adequacy of the training and skills of the employee can be compared.

In-house resources can be primarily used for vacancies within the organization. Subjecting an employee who have a high level of fit to promotion, job rotation, job enrichment or empowerment techniques can affect the level of person-organization fit positively. Ensuring that recruited candidates absorb organizational values by subjecting them to socialization processes is also an important part of the person-organization fit process.

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# **APPENDICES**

## APP. 1. Survey Form

Dear Participant,

This survey is a part of doctoral thesis named 'Regulatory Role of Ethical Leadership in the Relationship Between Person-Organization Fit and Organizational Commitment' conducted at Izmir Katip Celebi University Social Sciences Institute Department of Tourism Management. Reading the questions carefully and selecting the option that suits you is important in terms of the reliability and validity of the survey result. Your answers will only be used for scientific purposes and will not be shared with third parties. Thank you in advance for your time and contribution.

Academician Ozgur YEKSAN  
Van Yuzuncu Yil University, Tourism Management  
Tourism Faculty  
ozguryeksan@hotmail.com

Prof. Dr. Atilla AKBABA  
Izmir Katip Celebi University

### I. PART Personal Information

**Gender:** ☐ Male ☐ Female

**Marital Status :** ☐ Married ☐ Single

**Age:** ☐ 20 years old and younger  
☐ 21-30 years old  
☐ 31-40 years old  
☐ 41-50 years old  
☐ 51 years old and older

**Your Level of Education:** ☐ Literate  
☐ Primary School Graduate  
☐ Secondary School Graduate  
☐ Highschool Graduate  
☐ Associate Degree  
☐ Bachelor's Degree  
☐ Master's Degree

**Your level of tourism education:** ☐ None  
☐ Tourism and Hotel Management Vocational Highschool  
☐ Tourism Associate Degree  
☐ Tourism Bachelor's Degree  
☐ Tourism Master's Degree  
☐ Other.....(Please state)

**The Department You Work For:** ☐ Front Office ☐ Catering  
☐ Housekeeping ☐ Accounting  
☐ Technical Service ☐ Sales-Marketing  
☐ Human Resources ☐ Other.....( Please state)

**Monthly Income in this Establishment:** ☐ 2324 TL ( Minimal Wage)  
☐ 2021 TL- 3000 TL  
☐ 3001 TL- 4000 TL  
☐ 4001 TL- 5000 TL  
☐ 5001 TL and over  
☐ Other.....(Please state)

**For How Long Do You Work in Tourism Industry:** ☐ Less than 1 year  
☐ 1-5 years  
☐ 6-10 years  
☐ 11- 15 year  
☐ 16 year and more

**For How Long Do You Work in This Establishment:** ☐ Less than 1 year  
☐ 1-5 years  
☐ 6-10 years  
☐ 11- 15 year  
☐ 16 year and more

**Your Job in the Establishment:** ☐ Personnel ☐ Junior Administrative Officer ☐ Mid-Level Manager ☐ Senior Executive

<b>II. PART</b> In this part, there are suggestions about Organizational Commitment. Please mark the option appropriate for your situation among these suggestions.					
	Strongly Disagree	Disagree	Indecisive	Agree	Strongly Agree
1. I would be very happy to spend the rest of my career in this establishment.	①	②	③	④	⑤
2. I feel as if the problems of this establishments are my own problems.	①	②	③	④	⑤
3. I don't feel a strong sense of 'belonging' to this establishment.	①	②	③	④	⑤
4. I don't feel "affective commitment" to this establishment.	①	②	③	④	⑤
5. I don't feel like part of the family in this establishment.	①	②	③	④	⑤
6. This establishment has a lot of personal meaning to me.	①	②	③	④	⑤
7. Currently continuing to work in this establishment is a requirement as well as a desire for me.	①	②	③	④	⑤
8. Even if I wanted to, it would be very difficult for me to quit my job now.	①	②	③	④	⑤
9. If I decided to quit from my establishment right now, a lot of things in my life would go wrong.	①	②	③	④	⑤
10. I almost have no choice to make me think of quitting this establishment I work for.	①	②	③	④	⑤
11. If I hadn't given so much to this business from myself, I might have considered working elsewhere.	①	②	③	④	⑤
12. One of the few downsides that will arise when I quit this establishment is the scarcity of available job opportunities.	①	②	③	④	⑤
13. I feel no obligation to continue working with my current employer (towards).	①	②	③	④	⑤
14. I don't think it is the right thing to leave this establishment right now, even if it is more advantageous for me.	①	②	③	④	⑤
15. I would feel guilty if I quit this establishment right now.	①	②	③	④	⑤
16. This establishment deserves my loyalty.	①	②	③	④	⑤
17. I wouldn't leave this establishment right now because I feel obliged to those who are here.	①	②	③	④	⑤
18. I owe a lot to this establishment.	①	②	③	④	⑤

<b>III. PART</b> In this part, there are suggestions about <b>Person-Organization Fit</b> . Please mark the option appropriate for your situation among these suggestions.					
	Strongly Disagree	Disagree	Indecisive	Agree	Strongly Agree
1. My current job gives me almost everything I want from a job.	①	②	③	④	⑤
2. There is a good fit between what my job offers me and what I am looking for in a job.	①	②	③	④	⑤
3. My current job more than meets the qualifications I am looking for in a job.	①	②	③	④	⑤
4. What I value in life is very similar to what my organization values.	①	②	③	④	⑤
5. My personal values matches with the values and culture of my organization.	①	②	③	④	⑤
6. The values and culture of my organization fit with what I value.	①	②	③	④	⑤
7. My skills and professional training are in good fit with the requirements of my job.	①	②	③	④	⑤
8. My personal talents and education match well with what my job demands from me.	①	②	③	④	⑤
9. The match between what my job demands from me and my personal abilities is pretty good.	①	②	③	④	⑤

Please turn next page.



<b>IV. PART</b> In this part, there are suggestions about <b>Ethical Leadership Perceptions</b> . Mark the appropriate option thinking your immediate <b>MANAGER/LEADER</b> <b>(Please answer by taking the current attitudes and behaviours of your leader / manager into account, not the situation that should be.)</b>					
	Strongly Disagree	Disagree	Indecisive	Agree	Strongly Agree
1. My manager listens to his/her employees.	①	②	③	④	⑤
2. My manager imposes sanctions on employees who violate ethical standards.	①	②	③	④	⑤
3. My manager conducts his/her private life in an ethical manner. .	①	②	③	④	⑤
4. My manager takes a close interested in the ideas of the employees.	①	②	③	④	⑤
5. My manager makes fair and balanced decisions.	①	②	③	④	⑤
6. My manager is a reliable person.	①	②	③	④	⑤
7. My manager discusses business ethics or values with employees.	①	②	③	④	⑤
8. My manager gives examples of how to do things ethically right.	①	②	③	④	⑤
9. My manager evaluates success not only with results, but also with the path taken to reach success.	①	②	③	④	⑤
10. My manager asks "what is the right thing to do" while making a decision.	①	②	③	④	⑤

End of our survey. Thank You

## App.2. Anket Formu

Sayın Katılımcı,

Bu anket İzmir Kâtip Çelebi Üniversitesi Sosyal Bilimler Enstitüsü Turizm İşletmeciliği Anabilim Dalında yürütülmekte olan 'Kişi –Örgüt Uyumu ile Örgütsel Bağlılık İlişkisinde Etik Liderliğin Düzenleyici Rolü' adlı doktora tez çalışmasının parçasıdır. Soruları dikkatli okumanız ve size uygun olan seçeneği işaretlemeniz, anket sonucunun güvenilirliği ve geçerliliği açısından önem arz etmektedir. Vermiş olduğunuz cevaplar sadece bilimsel amaçlarla kullanılacak olup kesinlikle üçüncü şahıslarla paylaşılmayacaktır. Zaman ayırdığınız ve vereceğiniz katkıdan dolayı şimdiden teşekkür ederiz.

Öğr. Gör. Öznur YEKSAN  
Van Yüzüncü Yıl Üniversitesi, Turizm İşletmeciliği  
Turizm Fakültesi  
oznuryeksan@hotmail.com

Prof. Dr. Atilla AKBABA  
İzmir Katip Çelebi Üniversitesi

### I. BÖLÜM KİŞİSEL BİLGİLER

**Cinsiyetiniz:** ☐ Erkek ☐ Kadın

**Medeni Durumunuz :** ☐ Evli ☐ Bekâr

**Yaşınız:** ☐ 20 yaş ve altı  
☐ 21-30 yaş  
☐ 31-40 yaş  
☐ 41-50 yaş  
☐ 51 yaş ve üzeri

**Eğitim Durumunuz:** ☐ Okur - Yazar  
☐ İlkokul Mezunu  
☐ Ortaokul Mezunu  
☐ Lise Mezunu  
☐ Önlisans Mezunu  
☐ Lisans Mezunu  
☐ Lisansüstü Mezunu

**Ne düzeyde turizm eğitimi aldınız:** ☐ Almadım  
☐ Otelcilik ve Turizm Meslek Lisesi  
☐ Turizm Ön Lisans  
☐ Turizm Lisans  
☐ Turizm Lisans Üstü  
☐ Diğer.....(Lütfen belirtiniz)

**Çalıştığınız bölüm:** ☐ Ön Büro ☐ Yiyecek-İçecek  
☐ Kat Hizmetleri ☐ Muhasebe  
☐ Teknik Servis ☐ Satış-Pazarlama  
☐ İnsan Kaynakları ☐ Diğer.....(lütfen belirtiniz)

**Bu işletmedeki Aylık Geliriniz :** ☐ 2324 TL ( Asgari Ücret)  
☐ 2021 TL- 3000 TL  
☐ 3001 TL- 4000 TL  
☐ 4001 TL- 5000 TL  
☐ 5001 TL ve üzeri  
☐ Diğer..... ( Lütfen Belirtiniz.)


**Turizm sektöründe Çalışma Süreniz:** ☐ 1 yıldan az  
☐ 1-5 yıl  
☐ 6-10 yıl  
☐ 11- 15 yıl  
☐ 16 yıl ve üzeri

**Bu İşletmede Çalışma Süreniz: :** ☐ 1 yıldan az  
☐ 1-5 yıl  
☐ 6-10 yıl  
☐ 11- 15 yıl  
☐ 16 yıl ve üzeri

**İşletmedeki göreviniz:** ☐ Personel ☐ Alt Düzey Yönetici ☐ Orta Düzey Yönetici ☐ Üst Düzey Yönetici

<b>II. BÖLÜM</b> Bu bölümde <b>Örgütsel Bağlılığa</b> yönelik önermeler bulunmaktadır. Bu önermelerden durumunuza uygun düşen seçeneği işaretleyiniz.					
	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.Mesleğimin geri kalan kısmını bu işletmede geçirmekten çok mutluluk duyarım	①	②	③	④	⑤
2.Bu işletmenin problemlerini sanki kendi problemlerimmiş gibi hissediyorum.	①	②	③	④	⑤
3.Bu işletmeye karşı güçlü bir 'aitlik' duygusu hissetmiyorum.	①	②	③	④	⑤
4.Bu işletmeye karşı " duygusal bağlılık" hissetmiyorum.	①	②	③	④	⑤
5.Bu işletmede kendimi ailenin bir parçası gibi hissetmiyorum.	①	②	③	④	⑤
6.Bu işletme benim için çok büyük kişisel anlam ifade ediyor.	①	②	③	④	⑤
7. Şu anda bu işletmede çalışmaya devam etmek, benim için bir istek olduğu kadar gerekliliktir.	①	②	③	④	⑤
8. Su anda istesem bile işimi bırakmak benim için çok zor olurdu.	①	②	③	④	⑤
9. Şu anda işletmemden ayrılmaya karar versem, hayatımdaki pek çok şey aksardı.	①	②	③	④	⑤
10. Çalıştığım bu işletmeyi bırakmayı düşündürecek seçeneğim neredeyse hiç yok gibi.	①	②	③	④	⑤
11.Bu işletmeye kendimden bu kadar çok şey vermemiş olsaydım başka bir yerde çalışmayı düşünebilirdim.	①	②	③	④	⑤
12.Bu işletmeyi bıraktığımda ortaya çıkacak birkaç olumsuzluktan biri de mevcut iş olanaklarının azlığıdır.	①	②	③	④	⑤
13.Su anki işverenimle çalışmaya devam etmek için ( ona karşı ) hiçbir zorunluluk hissetmiyorum.	①	②	③	④	⑤
14. Benim için daha avantajlı bile olsa şu an bu işletmemi terk etmenin doğru bir hareket olduğunu düşünmüyorum.	①	②	③	④	⑤
15. Şu an bu işletmeyi bıraksam suçluluk duyardım.	①	②	③	④	⑤
16. Bu işletme benim sadakatimi hak ediyor.	①	②	③	④	⑤
17. Bu işletmeyi şu an bırakmazdım çünkü kendimi buradakilere karşı mecbur hissediyorum	①	②	③	④	⑤
18. Bu işletmeye çok şey borçluyum.	①	②	③	④	⑤

<b>III. BÖLÜM</b> Bu bölümde <b>Kişî -Örgüt Uyumuna</b> yönelik önermeler bulunmaktadır. Bu önermelerden durumunuza uygun düşen seçeneği işaretleyiniz.					
	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.Mevcut işim, bir işten istediğim hemen hemen her şeyi bana vermektedir.	①	②	③	④	⑤
2. İşimin bana sunduklarıyla benim bir işte aradıklarım arasında iyi bir uyum vardır.	①	②	③	④	⑤
3.Mevcut işim, bir işte aradığım özellikler fazlasıyla karşılamaktadır.	①	②	③	④	⑤
4.Hayatta değer verdiğim şeylerle, örgütümün değer verdiği şeyler birbirine çok benzemektedir.	①	②	③	④	⑤
5.Kişisel değerlerim ile örgütümün değerleri ve kültürü örtüşmektedir.	①	②	③	④	⑤
6. Örgütümün değerleri ve kültürü, benim değer verdiğim şeylerle iyi bir uyum içindedir.	①	②	③	④	⑤
7.Yeteneklerim ve mesleki eğitimim işimin gereklilikleri ile iyi bir uyum içindedir.	①	②	③	④	⑤
8.Kişisel yeteneklerim ve aldığım eğitimim; işimin benden talep ettikleri ile iyi bir şekilde örtüşmektedir.	①	②	③	④	⑤
9.İşimin benden talep ettikleriyle kişisel yeteneklerim arasındaki eşleşme oldukça iyidir.	①	②	③	④	⑤

Lütfen arka sayfaya geçiniz. 

<p style="text-align: center;"><b>IV. BÖLÜM</b></p> <p>Bu bölümde <b>Etik Liderlik Algılamalarına</b> yönelik önermeler bulunmaktadır. <b><u>Bu önermeleri bağlı bulunduğunuz bir ÜST YÖNETİCİNİZİ / LİDERİNİZİ</u></b> düşünerek uygun düşen seçeneği işaretleyiniz.</p> <p><b><u>(Lütfen, olması gereken durumu değil, bağlı bulunduğunuz liderinizin / Yöneticinizin mevcut tutum ve davranışlarını dikkate alarak cevaplandırınız.)</u></b></p>					
	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.Bağlı bulunduğum yönetici çalışanlarını dinler.	①	②	③	④	⑤
2. Bağlı bulunduğum yönetici, etik standartları ihlal eden çalışanlara yaptırım uygular.	①	②	③	④	⑤
3. Bağlı bulunduğum yönetici, özel hayatını etik tarzda yürütür.	①	②	③	④	⑤
4.Bağlı bulunduğum yönetici çalışanların fikirleriyle yakından ilgilenir.	①	②	③	④	⑤
5. Bağlı bulunduğum yönetici, adil ve dengeli kararlar verir.	①	②	③	④	⑤
6. Bağlı bulunduğum yönetici, güvenilir bir kişidir.	①	②	③	④	⑤
7.Bağlı bulunduğum yönetici, çalışanlarla iş etiği veya değerlerini tartışır.	①	②	③	④	⑤
8 .Bağlı bulunduğum yönetici, işlerin etik bakımdan doğru biçimde nasıl yapılacağına ilişkin örnekler ortaya koyar.	①	②	③	④	⑤
9.Bağlı bulunduğum yönetici , başarıyı sadece sonuçlarla değil, aynı zamanda başarıya giden yolla da değerlendirir.	①	②	③	④	⑤
10.Bağlı bulunduğum yönetici karar verirken “yapılacak doğru şey” nedir diye sorar.	①	②	③	④	⑤

**Anketimiz bitmiştir. Teşekkür ederiz.**