

**The Role of Ethical Climate in Service Sector:
Organizational Justice, Employee Job Satisfaction
and Turnover Intentions**

Bahareh Sadat Jamali Hesari

Submitted to the
Institute of Graduate Studies and Research
In partial fulfillment of the requirements for the degree of

Master
of
Business Administration

Eastern Mediterranean University
August 2016
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Mustafa Tümer
Acting Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Master of Business Administration.

Prof. Dr. Mustafa Tümer
Chair, Department of Business Administration

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Business Administration.

Prof. Dr. Cem Tanova
Supervisor

Examining Committee

1. Prof. Dr. Cem Tanova

2. Assoc. Prof. Dr. Turhan Kaymak

3. Assoc. Prof. Dr. Selcan Timur

ABSTRACT

This study was carried out within the hospitality sector in North Cyprus and had two objectives: To investigate the impact of ethical climate on organizational justice, job satisfaction and turnover intention; to test the mediating role of organizational justice and job satisfaction in the relationship of ethical climate and turnover intention.

Drawing a sample of 18 businesses from the hospitality sector which included hotels, restaurants and cafés and also based on relevant literature, we developed and empirically examined a model to test the relationship between two (2) major classes of ethical climate and organizational Justice, Job satisfaction and Turnover intention. A total of 145 participants filled out the questionnaires. Hypotheses were tested using Partial Least Squares (PLS). The findings show that general-benevolent and general-principled parts of ethical climate have a negative correlation with turnover intention and positive one with organizational justice and job satisfaction. The results also suggest that organizational justice mediates the relationship between ethical climate and job satisfaction; and job satisfaction plays a mediation role between organizational justice and turnover intention. Job satisfaction also mediates the relationship between general-Principled climate and turnover intention and also serves as a partial mediator for the relationship between general benevolent climate and turnover intention.

Keywords: Ethical climate, Benevolent-climate, Principled climate, Organizational Justice, Job Satisfaction, Turnover Intention, Hospitality sector, North Cyprus.

ÖZ

Kuzey Kıbrıs turizm sektöründe yürütülen çalışmanın iki temel amacı bulunmaktadır. Bunlardan birincisi etik iklimin örgütsel adalet, iş tatmini ve işten ayrılma niyeti üzerindeki etkilerini incelemektir. İkinci amaç ise örgütsel adaletin ve iş tatmininin etik iklim ve işten ayrılma niyeti arasındaki ilişkiye aracılık etkisini araştırmaktır.

Toplam 18 otel, restoran ve kafeden toplanan veriler iki temel etik iklim sınıflandırması ile örgütsel adalet, iş tatmini ve işten ayrılma niyeti ilişkisini modellemek için kullanılmıştır. Anket formları 145 katılımcı tarafından doldurulmuş ve hipotezlerin test edilmesinde Partial Least Squares (PLS) yönteminden yararlanılmıştır. Sonuçlarımız etik iklimin cömertlik ve prensiplilik boyutlarının işten ayrılma niyeti ile negatif ilişkisi olduğunu ancak örgütsel vatandaşlık davranışı ve iş tatmini ile pozitif ilişkisi olduğunu göstermektedir. Sonuçlar örgütsel adalet ve iş tatmininin etik iklim ve ayrılma niyeti ilişkisine aracılık yaptığını desteklemiştir. İş tatmini prensiplilik etik iklimi ve işten ayrılma niyeti arasında tam aracılık etkisi göstermekteyken cömertlik etik iklimi ile işten ayrılma niyeti arasında kısmi aracılık etkisi göstermektedir.

Anahtar kelimeler: Etik iklim, cömertlik iklimi, prensiplilik iklimi, örgütsel adalet, iş tatmini, işten ayrılma niyeti, turizm sektörü, Kuzey Kıbrıs

To my lovely spouse

Mohammadreza



To My Dear Parents

Roya & Ala

*Whom their support, enthusiasm and tolerance enabled me to
complete this work*

ACKNOWLEDGMENT

This thesis becomes a reality with the kind support and help of many individuals. I would like to extend my sincere thanks to all of them.

Foremost, I want to offer this endeavor to my GOD Almighty for giving me strength, health and ability to understand, learn and complete this research.

I would like to express my special gratitude and thanks to my thesis supervisor Prof. Dr. Cem Tanova. The door to Prof. Tanova office was always open whenever I ran into a trouble spot or had a question about my research or writing. His ideas, experiences, and passions have truly inspired and enrich my growth as a student. He steered me in the right the direction whenever he thought I needed it. Without his kind supports it was impossible to finish the thesis.

I would like to thank distinguished members of the Jury, Assoc. Prof. Dr. Turhan Çetin Kaymak and Assoc. Prof. Dr. Selcan Timur for their kind comments and approval of my work.

Finally, I must express my very profound gratitude to my dear parents, to my lovely spouse and to my dearest grandparents Zahra and Dr. Karim for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

TABLE OF CONTENTS

ÖZ	iv
ACKNOWLEDGMENT	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
1 INTRODUCTION	1
1.1 Relevance of Current Topic:	1
1.2 Aims of the Study	3
1.3 Outline of the Study	4
2 LITERATURE REVIEW.....	6
2.1 Ethical Climate	6
2.2 Organizational Justice	16
2.3 Job Satisfaction.....	22
2.4 Turnover Intention.....	25
3 HYPOTHESIS DEVELOPMENT AND THEORETICAL MODEL	28
3.1 Hypothesis Development	28
3.1.1 Ethical Climate and Job Satisfaction	28
3.1.2 Ethical climate and turnover intention:.....	30
3.1.3 Ethical climate and Organizational Justice	31
3.1.4 Organizational Justice, Job satisfaction and Turnover Intention.....	34
3.1.5 Link between Work Outcomes	36
3.2 Theoretical Model	38
4 METHODOLOGY.....	39

4.1 Sample and Data Collection	39
4.2 Confidentiality and Ethical Issues in Data Collection.....	39
4.3 Measures.....	40
4.3.1 Demographic Questionnaire	40
4.3.2 Job Satisfaction Questionnaire.....	40
4.3.3 Turnover Intention Questionnaire.....	41
4.3.4 Organizational Justice Questionnaire:	41
4.3.5 Ethical Climates Questionnaire	42
5 DATA ANALYSIS AND RESULTS	46
5.1 Descriptive Statistics	46
5.2 Analytical Procedure	48
5.3 Measure Assessment	49
5.4 Hypothesis Testing	57
5.4.1 Correlation Analysis: Demographic Variables, Ethical climates, Organizational Justice, Job satisfaction and Turnover Intention	57
5.4.2 Results of Testing Theoretical Model using Smart-PLS	61
6 DISCUSSION	71
6.1 Discussion	71
6.2 Managerial Implications	75
6.3 Limitations and Recommendations for Future Studies	77
REFERENCES.....	79
APPENDIX.....	109
Appendix A: QUESTIONNAIRE	110

LIST OF TABLES

Table 1: Theoretical Ethical climate typology (Victor and Cullen, 1988).....	11
Table 2: demographic variables frequency and percentage	47
Table 3: Outer model loadings and cross loadings for General Benevolent model...	50
Table 4: Outer model loadings and cross loadings for General Principled model.....	51
Table 5: Fornell-Larcker Criterion.....	52
Table 6: Factor Loadings and CA, CR values and AVE of the Principled model.....	53
Table 7: Factor Loadings and CA, CR values and AVE of the Principled model.....	55
Table 8: Means, standard deviations and Correlations of all variables and subgroup variables together	58
Table 9: Results of testing relationships among an organization’s general Principled climate, organizational justice, Job satisfaction and Turnover Intention (Model a) ..	62
Table 10: Results of testing relationships among an organization’s general Principled climate, organizational justice, Job satisfaction and Turnover Intention (Model b)..	63
Table 11: Results of testing relationships among an organization’s general Benevolent climate, organizational justice, Job satisfaction and Turnover Intention (Model a).....	64
Table 12: Results of testing relationships among an organization’s general Benevolent climate, organizational justice, Job satisfaction and Turnover Intention (Model b).....	65

LIST OF FIGURES

Figure 1: Theoretical model: the relations between Ethical climates, Organizational Justice, Job satisfaction and turnover intention.....	38
Figure 2: Theoretical model: the relations between Ethical climates, Organizational Justice, Job satisfaction and turnover intention.....	38
Figure 3: Job satisfaction, Turnover Intention and Organizational Justice items	44
Figure 4: Ethical Climate Items within their division.....	45
Figure 5: summarizes the overall results of the hypotheses testing done with the aid of Smart PLS.....	69
Figure 6: Significant relationships between Ethical climates, Organizational Justice, Job satisfaction, and Turnover Intention.....	70

LIST OF ABBREVIATIONS

(EC)	Ethical Climate
(BC)	Benevolent Climate
(GBC)	General Benevolent Climate
(PC)	Principled Climate
(GPC)	General Principled Climate
(EC)	Egoistic Climate
(OJ)	Organizational Justice
(IJ)	Interactional Justice
(PJ)	Procedural Justice
(DJ)	Distributive Justice
(JS)	Job Satisfaction
(IJS)	Intrinsic Job Satisfaction
(EJS)	Extrinsic Job Satisfaction

(TI)	Turnover Intention
(SPSS)	Statistical Package for Social Sciences
(AVE)	Average Variance Extracted
(CA)	Cronbach's Alpha
(CR)	Composite reliability
(SD)	Standard Deviations
(PLS)	Partial Least Squares

Chapter 1

INTRODUCTION

1.1 Relevance of Current Topic:

In recent times, the importance of the recruiting, maintaining and improving human resource in the hospitality sector is becoming clear. With the advent of the age of globalization and international competition, these aforementioned components become very crucial factors to surviving and prospering in the competitive market. Human resource remains one of those important resources to be given more attention in the service sector as services are not something separable from their providers. It is also important to note that human resource is a crucial indicator within the hospitality sector as a major part of service sector. A high rate of job Employees' turnover could pose a huge burden of time and money to firms as it imposes the cost of finding, recruiting and training new employees. It also has negative psychological effects on the remaining employees. Some scholars claim that turnover intention is highly associated with real turnover (Bluedorn, 1982; Hogan, & Barton, 2001; Price, 2001), so if we can reduce turnover intention it could lead to reduction in voluntary turnover. It had also been predicted that satisfied employees are less willing to quit their jobs and they also have a positive impact on the customers' satisfaction.

Ethical climate previously were found as variables that can have important impacts on employees' job satisfaction and turnover intention. Some researchers like James (1993) and Fulford (2005) have also claimed that overall perception of justice in

companies can affect the employees' job related attitudes (as cited in Nadiri, Tanova, 2010). In this study, we investigated these relationships within the hospitality industry in North Cyprus.

Due to the isolated state of the Turkish Republic of North Cyprus's (TRNC) and having the advantages of the mild Mediterranean weather, natural beauty and historical heritage; its Tourism and Hospitality sectors play an important role in contributing to the country's GDP.

Schneider and Reichers (1983) defined climate as employees' shared perceptions about organizational or subsystem policies, practices, procedures and events that are functional in describing companies or their subsystems. Today's organizations' climate can range from very unethical to very ethical. A company's ethical climate directs and envisages moral practices, values and behaviors of its employees. It has also been asserted that the ethical climate of the firm can affect its employees' morals as well (Wimbush and Shepard, 1994; Verbeke et al., 1996).

Researchers like Stevens (2001), Yaman & Gurel (2006), Wong & Chan (2010) and Harris (2012) have warned about the openness of hospitality industry to unethical behaviors which repeatedly make their employees face ethical dilemmas and ambiguous moral situations like sabotage, overbooking, racial fanaticism, mistreatment, insulting guests, robbery, abusing guests' services, and manipulating the hotel brochures or websites and restaurant menus (as cited in Knani, 2014). In the hospitality sector and especially in hotel industry job, related behaviors and ethical norms of front-line employees like: receptionists, waiters, hotel maids and so on; are

momentous parts of the costumers' experience with their services (Chak Keung Wong, 1998).

In business, ethics is not an option; it is not only a must but also a definite need for a successful business (Payne and Dimanche, 1996). In recent years tourism in TRNC has proliferated significantly with the hospitality sector playing an important role in the industry. As the hospitality industry welcomes guests from different cultures, ethics is regarded as a momentous issue (Huimin and Ryan, 2011). Looking at the huge role satisfied customers play in attracting new customers and expanding business transactions by spreading good word of mouth on social networks, it's important to consider the fact that customer satisfaction within the hospitality industry could be further enhanced by the way customers are treated and their interaction with hotels or restaurants' staffs rather than just by tangible services like food quality or room services (Chak Keung Wong, 1998). If attitude or behaviors of a hotel or a restaurant's staff is perceived as unethical, the appraisal of the received services by customers would decrease (Keung, 2000).

All of these vital points show to what extent ethical climate is of importance for the hospitality organizations to survive in this competitive market. Although there have been many investigations on ethical behavior in different sectors, only few researches have been carried out about ethical climate within the hospitality sector.

1.2 Aims of the Study

The aim of this study is to investigate the connection between ethical climate and organizational justice of employees in the hospitality sector in North Cyprus and their relationship with employees' overall job satisfaction and intention to leave.

Previous scholars have indicated that ethical climate affects job satisfaction (Joseph and Deshpande, 1997; Schwepker, 2001; Elci & Alpkar, 2009) and some scholars linked ethical climate to turnover intention directly or indirectly (Ambrose, 2008; Schwepker, 2001; Stewart et al., 2011). There also have been researches on the effect of organizational justice on job satisfaction and turnover intention (Hendrix et al., 1998; Lipponen et al., 2004; Nadiri and Tanova, 2010). Limited researches like Luria & Yagil (2008) have pointed out the relationship between organizational justice and ethical climate. As there are limited studies on effects of ethical climate on organizational justice, job satisfaction and turnover intention of employees in the hospitality sector and almost none in North Cyprus, this study aims to somewhat fill this gap.

The study analyzes whether benevolent and principled part of ethical climate can influence hospitality's organizational justice, employees' job satisfaction and turnover intention. In addition, the study analyzes how organizational justice and job satisfaction play the mediating role in the study's overall model.

1.3 Outline of the Study

This study is presented in 6 chapters as follows: chapter 1 presents an introduction of the study and contains information about the relevance of the current topic and the aim of study. In chapter 2, some information about previous studies and a review on the scholar's literatures on ethical climate, organizational justice, job satisfaction and turnover intention as well as their relationships has been provided. The study's theoretical model and hypothesis are presented in chapter 3. Chapter 4 presents the study's methodology and provides methods that have been used in current study. Research analysis and results of the study with their interpretations are provided in

chapter 5. At the final chapter which is chapter 6 discussion, manager implementations, and limitations are presented.

Chapter 2

LITERATURE REVIEW

2.1 Ethical Climate

In 1987, Victor and Cullen popularized the structure of ethical work climate for the first time (Goldman, Tabak, 2010). They pointed out that it is one of various work climate dimensions, which they described as “the prevailing perceptions of typical organizational practices and procedures that have ethical content” (Victor and Cullen, 1988, p. 101). Although, they did not have the intention to construct a scale of organizational morality, they’ve defined diverse forms of ethical climates which may develop (Dickson et al., 2001). Some researchers like Deal & Kennedy, (1982) and Schein (1985) expressed that in the formation and continuity of ethical climate in an organization, it seems that top management play an important role (as cited in Schwepker, 2001).

The concept of work climate is a promising method of understanding organizational normative systems (Schneider, 1981). Lewin et al. (1939) was among the very first researchers that introduced the importance of perceived work climate in ‘social climates’, not only does it include formal employees' concept of organizational processes, practices, and policies, but also involves its informal aspects that affect employees' manners (Schneider & Reichers, 1983). According to the logic of climate which was defined by Schneider (1975) as “psychologically meaningful molar descriptions that people can agree with and characterize a system’s practices and

procedures" (Schneider, 1975, p. 474), organizational climate is mostly determined by combining the perceptions of individuals, which represent group or organization-level climates (as cited in Cullen, Victor, Bronson, 1993). At the individual or psychological level of analysis, climate can be considered too, because perception of climate is developed by individuals (James & Jones, 1974; Woodman & King, 1978). Perceived work climate has close relations with different work issues, like organizational citizenship behavior (Moorman, 1991), organizational commitment (DeCotiis and Summers, 1987), job satisfaction (Schneider and Snyder, 1975; Swift and Campbell, 1998), job performance (Pritchard and Karasick, 1973), job involvement (Brown and Leigh, 1996) and workplace violence (Cole et al., 1997). Findings of a meta-analysis by Parker et al. (2003) suggested that perceived work climate is connected directly to job satisfaction and work attitudes and has indirect relationship with to job performance. Findings of Carr et al. (2003) work also has revealed similar outcomes (as cited in DeConinck, 2010). Babin et al. (2000) suggested that ethical work climate was a vital element for promoting employee's understanding of the work climate. Developing ethical climate with applying rules of ethics has been recommended as a method of amending unethical behavior within the company (Omar & Ahmad, 2014). As explained by Schneider (1975), there are various forms of work climates, one of which has been suggested by Victor and Cullen (1988) as ethical climate.

Since introducing the concept of Ethical Climate by Victor and Cullen in 1987, this concept has gained tremendous attention of researchers (like Cullen, Victor, Stephens, 1989; Martin & Cullen, 2006; Parboteeah & Kapp, 2008) and many scholars have investigated issues related to this climate (like Wimbush and Shepard, 1997; Upchurch & Ruhland, 1995; Sims & Keon, 1997; Agarwal & Malloy, 1999;

Ruppel & Harrington, 2000; Cullen, Parboteeah & Victor, 2003; DeConinck, 2010; Omar & Ahmad, 2014). John Rawls, author of “A Theory of Justice” (Belknap press, 1971) mentions that “ethics is justice: the principles that all rational human beings would select to govern social behavior if they knew that the rules could potentially apply to themselves.” This means that if a company’s owner applies one set of personnel procedures to hourly workers, but he doesn’t want to apply them to the top management, then Rawls considers those procedures unjust and unethical. By using an extended description of ethics for improving the meaning of an ethical work climate, Victor & Cullen (1988) covered the spectrum of understanding the answer, for an individual working in a company, the Socratic question: "What should I do?" which contains the concept of prescriptions, prohibitions, and permissions regarding ethical values in a company. Cullen, Victor & Stephens (1989) assert that apart from describing the concept of moral decisions-“what should I do?”- Corporate ethics also ask the question -“how shall I do it?”- in order to drive the content of the process of decision making.

Ethical climate of the organization, determines not only the points that the company’s members recognize to be ethically relevant, but also the norm they use to perceive, value, and resolve these points (Cullen, Victor, Stephens, 1989). Valentine & Barnett (2007) and Fein et al., (2013) found out that an ethical climate would affect opinions of workers about what is permitted or prohibited, and form their expectations from their working environment (as cited in Koo Moon & Kwon Choi, 2013).

Trevino et al. (1998) counted Ethical climate as one of the ethical context components. Ethical context is described in multiple studies as the organized

instructions and merits that apply to a collective conception of business ethics (Hunt et al., 1989; Trevino et al., 1998; Valentine et al., 2006). Trevino et al. (1998) represents ethical context with two multidimensional structures: ethical climate (e.g., Luria and Yagil, 2008; Victor and Cullen, 1987, 1988) and ethical culture (Trevino, 1990). Some researches (Deal & Kennedy, 1982; Schein, 1985; Kincaid et al., 2008) argued that high management support plays a crucial role in a company's ethical climate (as cited in Cheng et al., 2013). Ethical Context can develop a well-organized decision making circumference, therefore, the ethics of organizational employees can be escalated in cases which for example managers could be provided with employee's assistance in order to communicate and support ethical standards actively (Cheng et al., 2013). Koh and Boo (2001) highlighted a connection between ethical context and work-related improvement, which are affirmatively associated with JS among managers in Singapore. Other studies like Fritz et al. (1999) and Hunt et al. (1989) have likewise shown that ethical context of organizations have affirmative relations with organizational commitment of employees, which alongside their satisfaction with job, can decrease representative turnover intention (Hom and Griffeth, 1995) (as cited in cheng et al., 2013).

Ethical climate constructs include all the company's criteria that questions the rightness and wrongness of any issue except for the methods of data collection, customs and values, of which their results do not have any effect on morality or company's decisions that do not have an impact on the health of individuals or groups (Cullen, Victor, Stephens, 1989). Cullen, Victor and Stephens (1989) named the three main elements in the construct of the ethical climate of an institution as: the workplace; the institution's system such as centralized, divisional or multinational, and the history of the institution.

Kohlberg (1981) suggested that the style of the choosing processes is separated from the essence or the range of potential outcome criteria of the decision, so distinction between form and content is essential because similar results or content can be deduced from different patterns of ethical logic and vice versa (Cullen, Victor, Bronson, 1993). According to Schneider's (1981) "climate approach," Victor and Cullen (1987) created the Ethical Climate Questionnaire in order to record respondents' understanding of how the company's personnel usually respond to different "events, practices, and procedures" requiring ethical values. To use this form of ethical logic efficiently, the questionnaire was written specifically to describe company's decision-making standards with direct referents to backup forms of ethical logic; and all questions contained a direct link to one of the ethical logic values, still the standard of a company might be recognized only in the content of ethical logic (Cullen, Victor, Bronson, 1993). Victor and Cullen (1988) discussed that the ethical climate of a company would be a vital source of data for workers to decide the proper behavior and manner in a work environment. They suggested ethical climate forms based on Kohlberg's (1981) work and six steps of moral development introduced by Kohlberg (1984). They classified these climates in three main categories of philosophy that contains principle which is a conceptual aspiration to do the right action regardless of the result or the influence on others; benevolence which is the motivation for being good; and Egoism—desire to escalate own interest (Omar & Ahmad, 2014). Besides these three crucial classes of ethical climates, in their ethical typology, Victor and Cullen (1987, 1988) used three locus of analysis that anyone uses in decision making: individual, local, and cosmopolitan. Their suggested loci of analysis are founded mostly on theories of roles and referent groups in companies, mostly with the help of Kohlberg's (1984) concept of self in

his moral development classification and Merton's (1957) work which distinguished between local and cosmopolitan concepts (Victor and Cullen, 1988). The individual category is described as using the self as the prime scale for ethical analysis; the local category emphasizes on groups existing in close social methods which everyone is surrounded by, e.g., companies practices, policies etc.; and the cosmopolitan category refers to origins of ethical analysis beyond the individual's company or group, e.g., professional codes (Victor and Cullen, 1988). Victor and Cullen (1987) theoretically cross-classified the three elements of ethical reasoning with the three locus analysis on a matrix with nine cells, in order to layout and categorize every conceptual ethical climate class. Table 1 demonstrates nine climates proposed by Victor and Cullen (1987). As cited in Elçi & Alpkan (2009) followings are detailed definitions on the Victor and Cullen's (1987) nine ethical climate constructs (Victor and Cullen, 1988; Barnett and Vaicys, 2000; Upchurch and Ruhland, 1995):

Table 1: Theoretical Ethical climate typology (Victor and Cullen, 1988)

Ethical Criteria	Locus of analysis		
	Individual (I)	Local (L)	Cosmopolitan (C)
Egoism (E)	Self-interest (EI)	Company Profit (EL)	Efficiency (EC)
Benevolence (B)	Friendship (BI)	Team Interest (BE)	Social Responsibility (BC)
Principle (P)	Personal Morality (PI)	Rules, Standard Operating, Procedures (PL)	Laws, Professional Codes (PC)

1. Self-interest (Egoistic-Individual): egoism at this stage advances the awareness of the demands and choices of one's own self (e.g., personal gain, self-defense). Self-

interest might be described in terms of physical well-being, pleasure, power, happiness or other values that increase the profits of the individual.

2. Company profit (Egoistic-Local): since at the local level of locus of analysis, moral judgments are affected by the immediate work group's opinions, the company profit type of ethical climate, indicates the situation where the choices of employees are in the best interest of the company (e.g., corporate profit, strategic advantage).

3. Efficiency (Egoistic-Cosmopolitan): in this category of climate, moral choices are affected by general social or economic profits.

4. Friendship (Benevolent-Individual): formed on compassionate values and consideration of others; friendship category climates concentrates on the interests of one's friends regardless of organizational membership (e.g., friendship, reciprocity).

5. Team interest (Benevolent-Local): puts emphasis on the awareness of the institutional collective interests (e.g., esprit de corps, team play).

6. Social responsibility (Benevolent-Cosmopolitan): moral choices are affected by external elements that guide socially responsible attitude.

7. Personal morality (Principled-Individual): as an individual locus of analysis, the fundamentals are decided by oneself, one is expected in this climate to be led by personal morals.

8. Company Rules and Procedures (Principled-Local): in this category of ethical climate, the origin of moral values resides in the company (e.g., rules and procedures).

9. Laws and Professional Codes (Principled-Cosmopolitan): in this category, the origin of principles surpasses the institution (e.g., the legal system, professional organizations).

In order to examine various organizational basis of work climate, Victor and Cullen (1988) also proposed five different types of institutional ethical climate based on ethical climate's major categories (Egoism, Benevolence, Principled) and introduced them as: instrumentality (fall into Egoism category), caring (subclass of Benevolent category), law and code (subset of Principled category), rules (also a component of Principled category), and independence (again a sub set of Principled category). While self-interest or profit is the main concern of the workers for overcoming ethical obstacles in organizations with instrumentality climate, a company with a caring climate, the well-being of others is the main concern of the workers for overcoming ethical obstacles (Sims & Kroeck, 1994). Own personal and moral beliefs are the main concerns of employees of an organization characterized by an independence climate in facing ethical dilemmas, whilst in a company defined by law and code climate, following the law or professional codes are the main concerns of employees for overcoming ethical obstacles. Similarly in a company with a rules climate, in order to overcome ethical obstacles, conforming to company policies is the main concern of the workers (Sims & Kroeck, 1994).

Ferrell and Skinner (1988) claimed that in companies where ethical codes are enforced and imposed, higher degrees of ethical behaviors can be seen. Some scholars like Weeks et al. (2006), Martin and Cullen (2006) asserted that if the workers understand that their actions are led by codes and procedures, they would be at peace of mind with themselves, feel that the work is more purposeful, and show constructive behavior in the company. Later a research by Ahmed et al. (2012) supported this assertion and expressed that a company with higher levels of ethical climate and with supportive top administrators, in case of ethical attitudes, is more probable to produce more desirable work related attitudes and organizational results (as cited in Omar & Ahmad, 2014). Podsakoff (1982) contended that for building an ethical climate that encourages ethical behavior in the company as well as moral codes and policies settings, requiring ethical behaviors and reprimanding unethical behaviors, should be assigned. Organizational structure and administration propensity influence the kind of ethical climate; egoistic climate expand levels of exploitative conduct, while caring atmospheres diminish the probability of deceptive conduct (Martin and Cullen 2006). An affirmative ethical climate can constructively affect employee's conduct (Kidwell et al., 2012). Ross and Robertson (2000) found that in companies with an explicit affirmative ethical climate, sales people were less ready to lie than those from companies without a constructive moral climate.

Chak Keung Wong (1998) suggests that hotel representatives' occupation-related ethics incorporate four measurements: 'no harm', 'unethical behavior', 'passively benefiting' and 'actively benefiting'. The author also brought some illustration to explain these concepts as following: using guestroom's phone for personal calls ('no harm'), offering coffee to a companion from hotel's restaurant and refusing to pay the fee ('unethical behavior'), receiving tips in order to change the room arrangement

for guests ('passively benefiting') and breaking or damaging objects and throwing the blame on the shoulders of careless guests ('actively benefiting') (Knani, 2014). In his research Chak Keung Wong (1998) added that employees would tolerate the ethical beliefs of "no harm" and "passively benefiting" more than the 'unethical of behavior' and 'actively benefiting' ethical beliefs. Frontline employees, marketing and sales divisions' workers have a tendency to have a lower resistance to deceptive attitudes when compared with employees in food and beverages department, room services and security (Knani, 2014).

The crucial subject fueling this stream of exploration is that the principled climate and benevolent climate are the climates connected with positive results while egoistic climate is connected with negative outcomes. Researchers like Martin, Cullen (2006) and Cullen et al. (2003) have noticed that some specific companies have a tendency to have specific ethical climate types; For example, companies expecting to hold a set of accepted rules, guidelines and codes like law firms or accounting offices or engineering companies, it's more probable to have principled climate whilst companies operating in competitive and volatile conditions probably exhibit egoistic climate and companies with degrees of humanistic goals like associations which deals with environmental issues (e.g. "green" organizations) would possibly portray a benevolent climate (as cited in Simha, Cullen, 2012) .

Researches in different fields of professions have found that organizational ethical climate have association with satisfaction with work (Vitell and Davis, 1990; Schwepker, 2001; Jaramillo et al., 2006; Mulki et al., 2006;), role stress (Babin et al., 2000; Jaramillo et al., 2006; Mulki et al., 2008), commitment (Schwepker, 2001; Cullen et al., 2003; Mulki et al., 2006; Trevino et al., 1998) and tortuous on

employee's intention to leave (Schwepker, 2001; Jaramillo et al., 2006)(as cited in DeConinck, 2010).

2.2 Organizational Justice

Justice concept has been highlighted as an explanatory variable for a long time (Leventhal, 1976; Deutsch, 1975; Adams, 1965). Kamalian and Yaghoubi (2010) interpreted justice as an abstract concept with diverse exegesis and using this concept in the organization setting brought up the term of organizational justice. The organizational justice phrase was posited by Greenberg in 1970, for the first time. Fernandes' & Awamleh's (2006) work stated Greenberg's quotes on organizational justice definition which referred fair demeanor with organizations staff as organizational justice (as cited in Kamalian and Yaghoubi, 2010). A study by James' (1993) explained organizational justice as a term that explains the perception of employees about the organization's fairness in treating them and the individual's (group's) behavioral response to their perceptions (as cited in Nadiri, Tanova, 2010). Tyler (1989) expressed that a key determinant of sensing justice in a relation is the scope to which the subordinate can affect or control the relationship's facets (as cited in Brashear et al., 2005).

In extant literature, organizational justice concept contains three different elements; procedural justice, distributive justice and interactional justice. While the perception of outcomes' fairness is ascribed to distributive justice, the utilized procedures and processes to gain those outcomes is ascribed to procedural justice, (Lind and Tyler, 1988; Folger and Konovsky, 1989; Cropanzano and Greenberg, 1997), and the referent of perceived interpersonal treatment's fairness is linked to interactional justice (Martínez-Tur et al., 2006). Thus, as Sweeney and McFarlin (1997) have also

expressed, procedural justice is about means; distributive justice relates with ends (as cited in Nadiri, Tanova, 2010); and interactional justice concerned with communication of supervisors with their subordinates (Bies and Moag, 1986, as cited in DeConinck & Johnson, 2009).

In organizational environment, the distributive justice, which has been cited as the inception of organizational fairness (Byrne and Cropanzano, 2001), is mostly derived from equity theory (Tyler, 1994). Curry et al. (1986) have described distributive justice as the amount of relevance of punishment or reward to the performance input (as cited in Brashear, Manolis & Brooks, 2005). Later Burney, Henle & Widener (2008) also highlighted distributive fairness as the concept that reflects the perception of employees about the justice of outcomes they received from their organization.

The Equity theory which is one of the organizational justice's main approaches (Adams, 1965) suggests that while people try to eschew the relations that are inequitable or unjust, they are stimulated to subsist in fair or impartial bonds. Kamalian and Yaghoubi (2010) explained that the theory is about the comparison that individuals do regarding the ratio of their inputs and outcomes with other referents (the referents can be people in their firm known as perception of internal equity, or friends or a family members or just a person they know who works in other organizations, which is known as external equity's perception) in order to arbitrage the equitableness of these connections. They added that equity would exist, if individual's ratio of inputs to achieved outcomes is perceived similar to the other referents', otherwise, if as consequence of under-compensation or overcompensation any inequity is perceived against the referents then this creates tension in the form of

feeling of rage (in case of under-compensation) or guilt (in case of over-compensation). In case of perceiving an inequitable situation, individuals may try to change the perceived ratio of themselves or/and their referents' by forming cognitive actions which may lead to alteration in their behaviors that could cause rise or fall of the subjects obtained outcomes or inputs. Finally the person may either choose to reduce this distress or tension by changing the referents or acting like them; changing the position or may choose to serve his/her inequitable association (kamalian, yaghoubi, 2010). Thus, individuals' perceived ratio of what they catch from their job (outcome) to what they had put in their work (input) compared with their referents aids them to specify equity or inequity (DeConinck and Johnson, 2009). Distributive justice involves the individuals' perspectives considering the comparison of their outcomes to their referents' (other employee's) outcome (Organ, 1988). Distributive justice also can be explained considering the expectancy theory of motivation (Nadiri, Tanova, 2010). This theory is conceptualized by the sequence of three concepts: expectancy, instrumentality and valence. The theory explains that employees' motivation can be affected by the credence that the endeavor would end in a better performance (expectancy), and a higher performance would ameliorate the compensation (instrumentality), which would be evaluated by the employees (valence) (Robbins, 2001, p. 173). Nadiri and Tanova (2010) assert that as distributive justice has a strong connection with instrumentality (because both of them consider about outcomes), the employees perception of this fairness would have impression on their motivation. According to Chory and Westerman (2009), employees feel distributive unfairness when what is distributed is not the same for every one or each one does not receive what they desire or when they can't elude a negative matter or the precious outcomes is limited.

As said earlier, procedural justice is about the fairness of the process of rewards allocation. The work of Thibaut and Walker (1975) about litigants' apperceived fairness in juridical process became the basis for procedural justice discussion where they appraised two phases of process and decision in the proceedings (as cited in Brashear et al., 2005). They specified that, howbeit the procedure results were significant; in some statuses the process which leads to that outcome was also significant. Moorman (1991) considering the procedural justice explained that this concept is about the fairness of the process of outcomes determination for individuals, which is related to both company's official process and employees' participation or interplay with the procedure of decision making. Organ (1988) linked the way of making decision in the organizations to the procedural justice. Similarly, Muchinsky (2000) discussed that procedural fairness of a decision is possible only if the decision is being consistent with as much correct data as feasible, with no personal bias and leading to an outcome with modification facility. Later Cropanzano and Stein (2009) highlighted procedural fairness as the justice of the outcomes' determination process, the way outcomes are distributed and its recipients. Folger (1977) claimed that the voice is a main ingredient of procedural justice (as cited in DeConinck & Johnson, 2009). Regarding the voice DeConinck & Johnson (2009) explained that when in procedures, participants have permission to voice their opinions, this would mitigate the result and even if the result or outcome isn't satisfactory for participants, this can diminish their dissatisfaction. Lind and Tyler (1988) named group-values model and self-interest model as the two procedural fairness perspectives. The self-interest model which is also called control model retrieved from Thibaut's and Walker's (1975) work and its significant ingredient is the level of control that employees have in decision process, proceedings and

outcomes; the credence that everybody does what is in their self-interest, and their preference is the rules and procedures that are advantageous to them (Brashear, Manolis & Brooks, 2005). Lind and Tyler (1988) on the group-values model proposed that besides self-interest, the group membership, socialization and one's normative growth also influences the perception of individuals about justice (as cited in Brashear, Manolis & Brooks, 2005). Nadiri and Tanova (2010) in their literature review showed that organizations' staffs mostly have credence and perspective about their company's decision making procedures and performances. If a company acts different from those beliefs, this would drag its employees to situations that may make them experience cognitive dissonance, and would bring feelings that may end up in work dissatisfaction (Nadiri, Tanova, 2010).

The concept of interactional justice was introduced by Bies and Moag (1986) and they defined it as the employees' interpersonal treatment as received from their management. How much the managers act honestly with and revere their subordinates is the basis of interactional justice (DeConinck & Johnson, 2009). Interactional justice is the fairness that employees perceive from the treatment they receive from others in the procedures (Krings & Facchin, 2009). Cropanzano and Stein (2009) based on Bies and Moag's (1986) claim on interactional justice's four rules assert that when employees don't receive respect or their privacy is undermined or their management lies to them or judge unjustly, these conditions raise the issues about interactional fairness. Shapiro, Buttner, and Barry (1994) added three items: rationality, timeliness and particular town, to the Bies and Moag's (1986) definition of interactional justice (as cited in DeConinck & Johnson, 2009). Kamalian and Yaghoubi (2010) claimed that "a low level of interactional justice may be related to a greater likelihood of sexual harassment." According to Greenberg and Cropanzano

(1993), interactional justice divides into two dimensions namely: informational fairness and interpersonal fairness. While interpersonal justice regards to propriety and respect, the informational one relates to justification and honesty along with all that three factors proposed by Shapiro, Buttner, and Barry (1994) (DeConinck & Johnson, 2009).

Colquitt (2001) considering the fact that some scholars (like Bies & Shapiro, 1987; Barling & Phillips, 1993; Aquino, 1995; Tata & Bowes-Sperry, 1996; Skarlicki & Folger, 1997) had accepted the interactional fairness as the third part of the organizational justice, while there are others (like Tyler & Bies, 1990; Moorman, 1991; Niehoff & Moorman, 1993) he considered as a part of procedural fairness; he confess that it's not clear which of the two-factor or three-factor partitioning of organizational justice is the best one. DeConinck & Johnson (2009) remark that employee's ways of reaction to unfairness is the momentous difference between interactional and procedural justice. While in procedural injustice, the employees' reaction is toward organizations (Martin and Bennett 1996; DeConinck and Stilwell 2004), in interactional unfairness, employees mostly react towards their supervisors than towards the organizations (Masterson et al., 2000).

Previous researches like James (1993) and Fulford (2005) have demonstrated that employees' general perception about justice would affect their work related attitudes (as cited in Nadiri & Tanova, 2010). Greenberg and Baron (2003) declared that perception of organizational fairness is an important component for organizational performance efficacy and employees satisfaction with the establishment. Netemeyer et al. (1997) claimed that among salespeople, distributive justice would increase their satisfaction with the job. Based on previous scholars like Alexander & Ruderman

(1987), Folger and Konovsky (1989) and Williams (1999), employees' perceived procedural justice may affect some of their job attitudes like organizational citizenship behavior, job performance or turnover (as cited in Hemdi, Nasurdin, 2007). A study by Krings and Facchin (2009) claimed that individuals' personality differences along with distinction in their hostile attitudes impact their reactions towards perceived unfairness in their organization.

Treviño and Weaver (2001) expressed a surprising fact about concentration of most researches on organizational ethics and justice on the analogous behavioral outcomes. They also noted the wide range of effects of organizational fairness and unfairness on employee's ethical attitudes and behaviors; and organizations' ethical agenda generating justice issues. As illustration for harmful outcomes of organizational injustice, researches have named retaliation (e.g., Skarlicki and Folger, 1997) or employees' stealing (e.g., Greenberg, 1990) which is almost similar to the detrimental outcomes of unethical behaviors on organizations (like theft, fraud and mendacity). Employees of the companies that face failure to follow their policies regarding ethics may perceive their organization as a delinquent of their expected procedural and penal justice (Treviño, Weaver, 2001).

2.3 Job Satisfaction

One of the common subjects in work-related outlooks domain is general job satisfaction (Testa, 2001; Kontoghiorghes & Bryant, 2004). Generally Job satisfaction (JS) is defined as affirmative emotional condition, like glee or delight which arises from evaluating individuals work or work's experience (Locke, 1976; Edward & Scullion, 1982; Oshagbemi, 2000). Omar and Ahmad (2014) stated that job satisfaction is a complicated construct which is usually gauged as a general

attitude of individuals towards their jobs that would reveal their work satisfaction or dissatisfaction. Herzberg (1968) indicated that positive work attitudes would increase if employees' jobs let them fulfill and gladden their demands. In accordance with Herzberg's (1968) work, an investigation carried out by Hackett and Guion (1985) found that dissatisfied members have more tendency to leave their job than satisfied ones. For managers who believe that the firm is responsible for preparing their employees with challenging and intrinsically awarding works (Robbins, 2001), employee's job satisfaction is momentous.

The result of an investigation in Taiwan's hospitality field that surveyed 671 employees who worked in eleven international hotels, revealed that job satisfaction is considerably associated with affective organizational commitment and lower turnover intention of employees (Yang, 2010). Earlier Price and Mueller (1981) had claimed that job satisfaction can indirectly affect turnover through its direct effect on turnover intention.

Job satisfaction can be both intrinsic and extrinsic. While, Intrinsic job satisfaction results from inner rewards like the work itself or the chance of personal improvement and achievement; extrinsic job satisfaction is derived from external rewards like consent with wage, co-workers, opportunity for advancement, surveillance, company's policies and supports and client (Walker et al., 1977). Schwepker (2001), have claimed that this definition appears the significant effect of work climate on job satisfaction.

Several researches carried out in various occupations assert that employee's job satisfaction is relevant to his/her perception of the company's organizational climate

(Johnson and McIntye 1998; Pierce et al., 1996; Ostroff, 1993; Churchill et al., 1976; Schneider and Snyder, 1975; Downey et al., 1974; Pritchard and Karasick, 1973; Schneider, 1972; Kaczka and Kirk, 1968; Friedlander and Margulies, 1969). Schwepker (2001) stated that there are limited empirical records that back the connection between job satisfaction and organizational ethical climate. Since then, numerous scholars have investigated in ethical climate's context and job satisfaction and they have become a very popular variable in this area (Koh and Boo, 2001; Woodbine, 2006; Martin & Cullen, 2006; Elci and Alpkhan, 2009; Wang & Hsieh, 2012; Goldman & Tabak, 2010; Tsai & Huang, 2008). Vitell and Davis (1990), in their research on MIS professionals demonstrated that when top managers emphasize on moral behaviors and when they are roseate about the link between ethics and prosperity inside their company, employees are more satisfied with different facets of their work like the job itself, fellow workers, promotion or supervision. The findings of a study by Deshpande's (1996) on effects of ethical climate types on aspects of job satisfaction (like promotion satisfaction, satisfaction with pay, satisfaction with work, fellow satisfaction, satisfaction with supervisor and general work satisfaction) showed that ethical climate correlated with all aspects of job satisfaction except pay satisfaction.

A research by Elci and Alpkhan (2009) discovered that job satisfaction is negatively associated with egoistic climate, whereas it has positive correlation with principled and benevolent climate. Later Wang and Hsieh (2012) claimed that rules and caring climates are positively associated with job satisfaction, and instrumental climates have negative relationship with job satisfaction. Joseph and Deshpande (1997) at their investigation on the impact of ethical climate on nurses' satisfaction with their job, had realized that egoistic climate have negative effect on satisfaction with

supervisors. Basically, what all of these researches propose is that principled and benevolent climates have positive correlation with job satisfaction and work itself, whilst egoistic climate negatively associated with job satisfaction (Simha and Cullen, 2012). In the same path with previous works, Tsai and Huang (2008) also claimed that managers and principals try to hamper the egoistic climate while endeavoring to develop and bring up principled and benevolent climates.

2.4 Turnover Intention

According to Meyer and Allen (1984), Turnover Intention (TI) is defined as intent of employees to relinquish the membership of their organization and discard their contemporary job. Cotton and Tuttle (1986), however, have defined Turnover intention as employees' guesstimated possibility of leaving their organization in the nearest future. Since turnover intention is considered as a former factor for affective predicting of employees' tendency of changing their jobs, it can act as a warning signal of individuals' actual quitting. Tett and Meyer (1993) also defined turnover intention as the conversant and deliberate willfulness to search for alternative jobs in other firms or organizations. Lately Omar & Ahmad (2014), using Ponnu and Chuah's (2010) turnover intention definition, described it as the beginning stage where employees start to bring up and quest for other alternatives seriously when they intend to abandon their current firm. Previously Griffeth, Hom & Geartner (2000), Lambert, Hogan & Barton (2001), Price's (2001), researches on turnover indicated that the best instant predictor of voluntary turnover is turnover intention. The theory of reasoned action can support the relationship between turnover intention and turnover (Ajzen & Fishbein, 1977), as it stated that individual's intention to carry out a particular action or behavior is the instant determinative of the action or behavior. However turnover intention doesn't have to lead to actual

turnover. In 1982 a research by Bluedorn found that in thirteen out of fourteen empirical studies there is a high correlation between turnover intention and actual turnover. A meta-analysis by Steel & Ovalle (1984), claimed that in case of turnover, intentions were more predictive than job attitudes like organizational commitment or satisfaction with work. Since the relationship between turnover intention and actual turnover has been found to be significantly positive (Mowday, Porter, & Steers, 1982; Bluedorn, 1982; Steel & Ovalle, 1984), in order to measure actual turnover some researchers recommended utilizing Turnover intention as a proxy variable (Price & Mueller, 1981; Price, 2001).

In order to clarify how employees decide to abandon their organizations, Mobley (1977) has formularized turnover decision procedure. In his model which is also cited in Nadiri & Tanova's (2010) work, Mobley claimed that at the first point, people appraise their current job and the level of their satisfaction or dissatisfaction of their job. If they perceive dissatisfaction with their current position, the idea of leaving the job would arise. Before considering an alternative job, some would try to rate the costs and benefits that quitting their current job and searching for the new one would bring to them. Questing alternatives would start when the envisaged benefits of quitting are considered being worthy. This process would be followed by appraisal and analogy of alternatives with current position. Turnover intention would appear when the alternatives are considered as more beneficial than present work and would be followed by actual turnover.

Turnover keeps on being a point of enthusiasm among administration researchers (Nadiri, Tanova, 2010). In the hotel industry, some researchers have analyzed both the costs and extent of turnover (Hom & Griffeth, 1995; Pizam & Thornburg, 2000).

Carbery et al. (2003) have stated that turnover is known as one of the distinguishing features among hospitality and hotel sectors. Although some researchers think it's not a big deal, there are some researches that assert this issue can be alarming for managers as the employees who leave their work are the ones who have better abilities and skills whilst those who stay are the ones that could not find another job (Tanova & Holtom, 2008) and higher turnover has higher employment and substitution charge (Manley, 1996; Deery & Iverson, 1996). One of the most important intangible costs of high turnover in the hospitality sector is the loss of morality of the employees who are staying with the company, which would have a crucial effect on the quality of services provided to the customers (Nadiri & Tanova, 2010). Positive and negative effects of high intention to leave have been stressed in Manley's (1996) and Woods' (1997) researches. Yang (2010) in his research about job satisfaction in hotel settings found that in modern hotel settings commitment and satisfaction with job are significantly associated with individual's intention to leave.

Simha & Cullen (2012) scrutinized and classified some of the earlier investigations on ethical climates and their impacts on organizational outcomes and in their work mentioned turnover intention as one of outcome variables of ethical climate which has been considered by some researchers. They also named some research which linked ethical climate and turnover intention together and have stated that some of their findings claimed that while egoistic climate would foster turnover intention (e.g. Sims & Keon, 1997; Ambrose et al, 2008; Mulki, Jaramillo and Locander, 2008; DeConinck, 2011; Lopez, Babin and Chung, 2009; Stewart et al, 2011), benevolent climate and principled climate tend to diminish employees turnover intention (Simha and Cullen, 2012).

Chapter 3

HYPOTHESIS DEVELOPMENT AND THEORETICAL MODEL

3.1 Hypothesis Development

3.1.1 Ethical Climate and Job Satisfaction

A good definition for ethical climate is “the prevailing perceptions of typical organizational practices and procedures that have ethical content” (Victor & Cullen, 1988, p. 101). In many researches in different occupations, ethics and job satisfaction have been found to be positively related (for e.g., Jaramillo et al., 2006; Schwepker & Hartline, 2005; Koh & Boo, 2001; Victor & Cullen, 1987, 1988; Mulki et al., 2006; Deshpande, 1996; Weeks et al., 2004; Joseph & Deshpande, 1997; Valentine & Barnett, 2003; Wu, 1999; Babin et al., 2000; Elci & Alpkan, 2009). Schwepker’s (2001) study indicates that there is a positive relationship between ethical climate and job satisfaction among sales forces which would lead to a higher commitment and result in lower turnover intention. He also stated that future studies should be done on Victor & Cullen’s ethical climate dimensions relation with job attitudes like organizational commitment, job satisfaction and turnover intention (Schwepker, 2001). Later study by Elci & Alpkan, (2009) containing Victor & Cullen’s (1987, 1988) ethical climate scale posited that benevolent and principled climate have positive relationships with job satisfaction, whilst egoistic one has negative relationship with job satisfaction. Wang and Hsieh (2012) also assert caring and rules climates have positive correlation with job satisfaction.

Expanding the interest of specific social group is the essential basis of the benevolent climate. In benevolent climate caring comrades, colleagues, stakeholders or even the entire world may be motivated by organizational norms. (Elçi & Alpkın, 2009)

At the individual level of benevolent climate, enlarging friendships affects the ethical decisions. At the local level, ethical decisions, an aggregate impact on referents exists inside the immediate work setting like work teams or subgroup of the organization (Elçi & Alpkın, 2009). Outside variables that culminate in socially responsible manners affect ethical decision making in the cosmopolitan level of benevolent climate (Upchurch and Ruhland, 1995). The definition of every level of benevolent climate shows that, the most important factor in this climate is caring about others rather than yourself when it comes to making decisions. In such case, when it's time to decide, managers would think about their customers' and their employees' preference over theirs or company's profit. Therefore there is more mutual understanding and helping manner in companies with caring climate and their managers and supervisors are more supportive which makes employees feel less stressful and more supported in doing their task and above all more satisfied with their work. Joseph and Deshpande (1997) have found that caring climate have a significant effect on satisfaction with supervisors and pay. They also found that caring climate influence job satisfaction significantly.

Based on previous findings, we think that there may be a relation between benevolent climate and job satisfaction in the hospitality sector. So the following hypothesis is suggested:

H1: General Benevolent-Climates affects employees' job satisfaction positively.

In principled climate, organizational norms backing conformance to abstract norms are absolute from situational consequences (Cullen et al., 2003). Like benevolent climate principled climate have three levels: Individual level is based on the person's norms and regulations in making decision which may differ from person to person. At the local level, people are in alignment with their organization's standard guidelines and rules in their decision making (Elçi & Alpkın, 2009). At cosmopolitan level, ethical decisions are strongly influenced by rules and codes which is basically issued from outside the firm (Upchurch, 1998) like professional codes or laws. Previous research found that overall satisfaction is boosted by climate of law and professional codes (Deshpande, 1996). The evidence from past researches suggests that principled climate may be related to job satisfaction in hospitality sector, hence:

H2: General principled climate have positive relationship with Job satisfaction.

3.1.2 Ethical climate and turnover intention:

Turnover remains a point of enthusiasm among administrative researchers (Nadiri & Tanova, 2010). According to the cognitive dissonance theory (Festinger, 1957), continued dissonance would lead to confusion and discontent with the situation, people endeavor to minimize dissonance within their environment (Viswesvaran, Deshpande, & Joseph, 1998). Coordination between ethical climate of the firm and individual's ethical value is the fundamental intrinsic desire of the employees (Schwepker, 1999). So a person with desire for ethical environment is less likely to leave the organization with ethical climate that fits his/her ethical values (Omar & Ahmad, 2014). Some scholars linked ethical climate to the turnover intention directly or indirectly (Wood, 1994; Schwepker, 2001) and mainly concluded that egoistic climate is positively related to turnover intention whilst the benevolent and

principled climate have a negative correlation with turnover intention (Lopez et al., 2009; DeConinck, 2011; Stewart et al., 2011; Mulki et al., 2008; Ambrose et al., 2008; Sims & Keon, 1997). As previous researches suggest links between EC and turnover intention, I hypothesize that this link would exist for benevolent and principled climate in the hospitality sector as well. So the following hypotheses is suggested:

H3: a negative relation exists between general benevolent climate and turnover intention.

H4: a negative relation exists between general principled climate and turnover intention.

3.1.3 Ethical climate and Organizational Justice

Cullen and his colleagues (1989) in their article expressed that ethical climate consists of all the values of the firm or organization that is concerned with the dilemmas of right and wrong. They also maintained that ethical climate has wide consequences on the firm. Greenberg (1990) defined organizational justice as the individual's perception of justice in their works environment. An early research by Rawls (1971) which is about his theory of justice claims that ethic is justice: the principle that if people are aware of the regulations and codes would apply to themselves as well as the others; every logical man would choose to control their social behavior consequently (as cited in Cullen, Victor and Stephen, 1989). If a company's owner applies one set of personnel procedures to hourly workers, but he doesn't apply them to top management, then in Rawls viewpoint those procedures are unjust and unethical (Cullen, Victor and Stephen, 1989). This means in companies with kinds of ethics, when making any decision or taking any action regarding employees, managers and supervisors should consider the ethical point that

these decisions or actions' consequences would influence them similarly. In such a situation, company's higher authorities like top managers would take fair action in deciding and granting employees' outcomes (distributive justice), its distribution process (procedural justice) and interact with their subordinates honestly (interactional justice). Previous scholars like Ferrell and Gresham (1985) suggest that when a company does not approve and enforce ethical codes, rules and policies to discern, dissuade and rectify the unethical conduct, the climate for unethical conduct is encouraged (as cited in Schwepker, 2001). Considering the definitions of Schneider's (1975) climate, Victor and Cullen's (1988) ethical climate, ethics and justice relation given earlier, it's possible to conclude that ethical climate can influence organizational justice. Luria & Yagil (2008) also proposed that, since by fair determination, managers would serve themselves as moral and ethical role model (Brown et al., 2005), procedural justice could have a relationship with ethical climate. Later Tziner, Felea & Vasiliu, (2015) indicated that benevolent and principled climate have positive relationship with components of organizational justice.

As the general definition of benevolent climate reveals, every person in the firm from top to bottom thinks about the interest of others above him/her self (whether at the individual level, local or cosmopolitan). This makes manager and supervisors think fairly about their subordinates when there is need to make decisions about their employees' wages or other work related outcomes and carrying out the process in a transparent way so their subordinates could feel the commitment of the managers to the climate. This climate could bring the subordinates and their supervisors together to work as a team where the supervisor is a leader not a boss, which means supervisors can interact with their employees fairly because they think about the

good of others rather than amplifying their own benefits. As we explained above this kind of situation can lead to perception of organization justice where the more the managers and employees act in a benevolent behavior which is the result of benevolent climate the more they can perceive fairness in the outcomes, processes and interactions.

General principled climate is about codes and rules and following them in making decisions in all levels. Having rules and codes of ethic in the organization can make the process of decision making transparent and clear in a way that any employee at any level of organization who is familiar with company's climate and culture can understand the process and know how to act in situations with ethical dilemmas. This reveals that having principled climate in a firm can raise the procedural justice. Since in principled climate there are clear rules of ethic in the organization, everybody knows what to expect when portraying either ethical or unethical behavior, which is the same for all employees and managers. As inclusiveness is a part of justice, the previous part could be interpreted as an aspect of distributive fairness because it's about the fairness of outcome.

Due to previous researches and some logics, I think there would be a link between ethical climate and organizational justice in hospitality sector too. Therefore the following hypotheses are proposed:

H5: there is positive relationship between general benevolent-climate and organizational justice (distributive, procedural and interactional justice).

H6: there is positive relationship between general Principled-climate and organizational justice (distributive, procedural and interactional justice).

3.1.4 Organizational Justice, Job satisfaction and Turnover Intention

An early investigation by Adams (1965) proposed that perceived unfairness may result in dissatisfaction. Later Dittrich and Carrell (1979) posited that there is a correlation between equity perception and job satisfaction.

Fields et al. (2000) outlined the consequences of past investigations of the relationship between distributive equity and procedural equity with representative results. In their paper, Fields et al. (2000) indicated that both distributive and procedural equity are relevant to satisfaction with work, aim to stay and assessment of supervision.

Literature uncovers that more elevated amounts of fairness and lower levels of turnover are correlated (e.g. McFarlin and Sweeney, 1992; Folger and Konovsky, 1989; Roberts et al., 1999). Previous scholars such as Hendrix et al. (1998) and Lipponen et al. (2004) proposed that various variables that have been found to be significant predictors of intention to leave and actual turnover, like satisfaction and commitment, could be affected by distributive and procedural justice.

Adams (1965) discussed Intention to leave and tension as probable cost of injustice. Thus, an unfairness situation may generate affective arousal in an individual which may motivate him/her to turnover (Alexander and Ruderman, 1987).

A research on professional public accountants by Parker and Kohlmeyer's (2005) suggested that perceptions of justice through the mediation of commitment and job satisfaction can significantly manipulate turnover intentions. They quarrel that when employees feel that when it comes to making decision about pay or promotion their

organization acts biased, it leads to negative consequences like less job satisfaction, less commitment, and higher intentions to leave (Parker and Kohlmeyer, 2005). According to the Lind and Tyler's (1988) group value model, this bias proposed that the firm doesn't respect or appreciate its employees, which in turn can lead to inequitable outcomes and followed by negative subsequences such as withdrawal intention and turnover (Hamidi, Nasurdin, 2007).

In a meta-analysis of fairness sequels, both procedural and distributive justice have been found to be highly negative correlated with intention to leave (Colquitt et al, 2001).

In summary organizational justice is expected to be related to job satisfaction and turnover intention. Hence, according to previous scholar researches we predict the following hypotheses:

H7: Organizational justice has positive correlation with job satisfaction.

H8: Organizational justice has negative correlation with turnover intention.

H9a: Organizational justice mediates the relationship between general principled-climate and job satisfaction.

H9b: Organizational justice mediates the relationship between general principled-climate and turnover intention.

H10a: Organizational justice mediates the relationship between general benevolent-climate and job satisfaction.

H10b: Organizational justice mediates the relationship between general benevolent-climate and turnover intention.

3.1.5 Link between Work Outcomes

Previous researches such as Abraham (1999), Samad (2006a) and Samad (2006b) have found that addition of job satisfaction would lead to a decline in turnover intention. An earlier work by Mobly (1977) which formulated the turnover intention indicates that the withdrawal decision process would start with evaluation of the individual's existing job and perceived satisfaction or dissatisfaction with his/her work. This claims, the first step to the real turnover is the level of satisfaction with work, which indicates turnover intention have correlation with job satisfaction. A later research by Price & Mueller (1981) asserts that job satisfaction and turnover have indirect correlation which happens through direct influence of job satisfaction on intention to leave. Some other scholars have asserted that lower turnover intention is associated with higher job satisfaction of audit staffs (Harrell et al., 1986; Hasin, Omar, 2007; Kalbers, Cenker, 2007). Also a later work by Omar & Ahmad (2014) indicates that both job satisfaction and commitment have significant negative relation with turnover intention for external auditors. Another research by Yang (2010) who examined satisfaction with job in hotel setting, found that there is a high correlation between both job satisfaction and commitment with turnover intention in a modern hotel setting. Based on these previous researches I hypothesize that:

H11: a negative correlation exists between job satisfaction and turnover Intention.

H12: Job satisfaction mediates the relationship between general benevolent-climate and turnover Intention.

H13: Job satisfaction mediates the relationship between general principled-climate and turnover Intention.

H14: Job satisfaction mediates the relationship between organizational justice and turnover Intention.

3.2 Theoretical Model

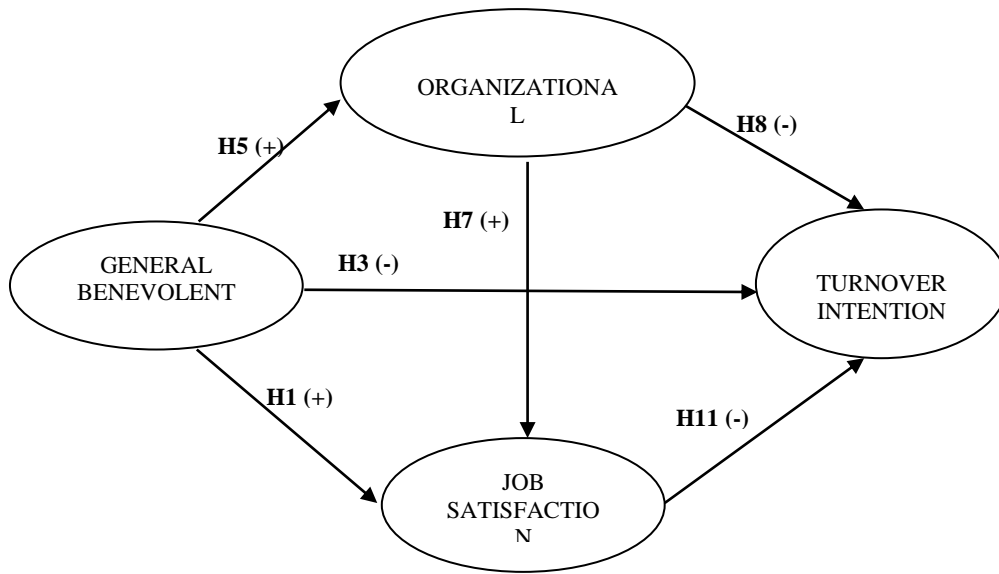


Figure 1: Theoretical model: the relations between Ethical climates, Organizational Justice, Job satisfaction and turnover intention

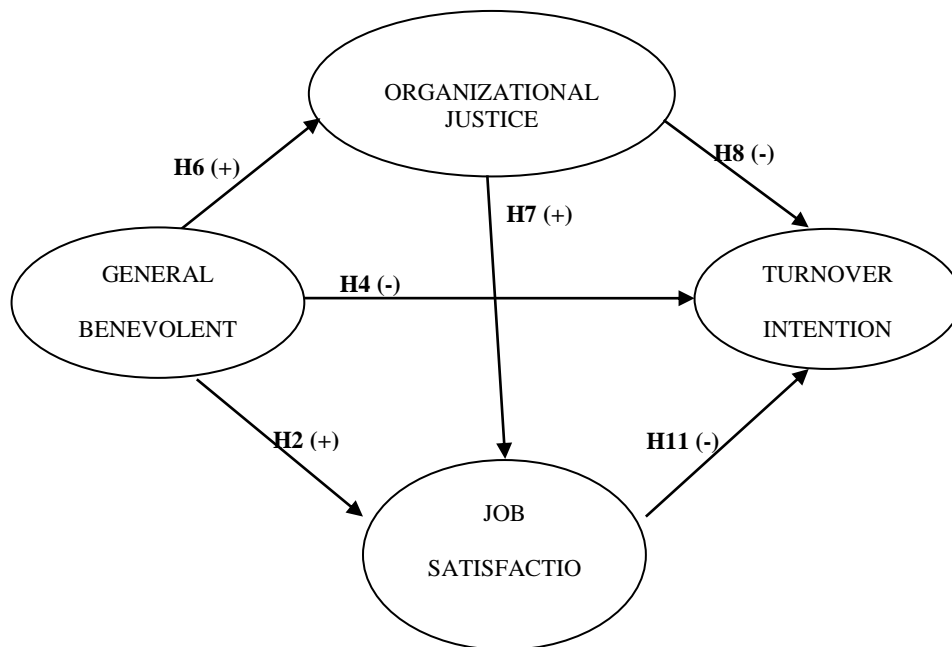


Figure 2: Theoretical model: the relations between Ethical climates, Organizational Justice, Job satisfaction and turnover intention

Chapter 4

METHODOLOGY

4.1 Sample and Data Collection

In this study, data was collected from employees of 18 different organizations in the hospitality industry of Turkish Republic of North Cyprus (TRNC). Volunteer employees participated from 8 Hotels of different star rating (3, 4 and 5 stars), 6 Restaurants and 4 Coffee-shops (each of them located in different cities of TRNC i.e. Gazimagusa, Iskele, Lefkosia and Girne) who expressed their willingness to allow their employees taking part in the survey. A total of 200 questionnaires were distributed to the human resource managers of each participating hotel, restaurant and coffee-shop in December of 2015. They were told to distribute them randomly to their volunteer employees. Ten days after the distribution date, the researcher collected the filled questionnaires from the human resource managers.

Out of 200 distributed questionnaires, 168 were filled and returned and of those, 145 questionnaires were found to be usable. Hence, only (72.5%) of questionnaires were coded and analyzed.

4.2 Confidentiality and Ethical Issues in Data Collection

Each of the volunteer participants had received information about the aim of the study, the instructions about answering the questions and regarding privacy. In order to assure participants of their privacy, there was no question about the participants' identification and all the collected data were hidden. They were also informed to just

express their feelings, which means there was no right or wrong answer and their answers would remain confidential as no one except the researchers would get them.

4.3 Measures

All of the measurement scales were adopted from past researchers' works. Although I kept the original composition of the constructs, in some constructs I omitted some questions as they were not relevant to this research model. The questionnaires contained demographic, ethical climate, organizational justice, job satisfaction and turnover intention items and are as follows:

4.3.1 Demographic Questionnaire

In this work, the demographic questionnaire contained questions about age, gender (1 for male, 2 for female), marital status (1 for single, 2 for married), nationality (1 for TRNC, 2 for Turkish and 3 for other nationalities), education level (from 1=secondary school to 8= post graduate and 9 for other levels that are not in this range) and tenure (work experience in years).

4.3.2 Job Satisfaction Questionnaire

I used a 9 item job satisfaction scale consisting of 5 Extrinsic job satisfaction (EJS) items and 4 intrinsic job satisfaction (IJS) items which was extracted from Lucas et al. (1990) where they explained that these Nine items assessing respondents' satisfaction with various aspects of their jobs were taken from the "Job Satisfaction Scale" Johnson (1955) cited by Guion & Elbert (1973) as an acceptable research instrument. Johnson (1955) provided evidence from multiple sources as to the scale's validity. The items have been used by Nadiri & Tanova (2010) as well. Responses were made on 5-point Likert-scale (1= strongly Disagree, 5= Strongly Agree). Sample item for (EJS) include "I am relatively well rewarded financially for my work." And sample item for (IJS) is "My job performance improves from year to

year.” After reverse scoring the negatively worded items, the Cronbach's alpha for this scale was computed but the score for (EJS) wasn't good enough, so 2 items of (EJS1) and (EJS5) were excluded to improve the score to the acceptable point.

After exclusion, the Cronbach's alpha score for (EJS) became (0.731). For the (IJS) the score of Cronbach's alpha was (0.870). The total Cronbach's alpha score for job satisfaction was (0.857).

4.3.3 Turnover Intention Questionnaire

The turnover intention (TI) were measured with 3 items on a 7 point Likert scale (from 1=strongly Disagree to 7=strongly Agree) adapted from the scale constructed by Jenkins (1993) to estimate the probability of employees leaving their organization. The items have been previously used by Krausz et al. (1995) and Omar & Ahmad (2014) also. Participants would indicate their level of agreement or disagreement on each of the items. The sample items include: “Presently, I am actively searching for other jobs.” The Cronbach's alpha score was found to be (0.886).

4.3.4 Organizational Justice Questionnaire:

The organizational justice (OJ) items were divided into three groups: Procedural justice (PJ), Interactional justice (IJ) and distributive justice (DJ). Each group consists of 6 items. The first two groups' items were adopted from a 12-item 7-point Likert type scale (1=strongly Disagree to 7=strongly Agree) of Moorman, Blakely & Niehoff's (1998) work, which is the updated form of the scale presented in Moorman (1991). An example item for PJ and IJ group respectively was “when decisions about other employees in general or you in particular are made in this company all the sides affected by the decisions are represented” and “when decisions about other

employees in general or you in particular are made in this company you are dealt with in a truthful manner”. The DJ group consisted of 6 items on a 5-point Likert-scale (1=very unfairly to 5=very fairly) with the sample items like “To what extent are you fairly rewarded considering the responsibilities that you have.” The items were adapted from scale previously used by Price & Mueller (1986). The Cronbach's alpha for (PJ), (IJ) and (DJ), respectively was found to be (PJ: CA =0.932), (IJ: CA=0.930), (DJ: CA =0.907). The Cronbach's alpha for all 18 items of general OJ was (0.960).

4.3.5 Ethical Climates Questionnaire

For ethical climate, 36 items developed by Cullen, Victor & Bronson (1993) were adopted. This scale was the updated version of the original set of 26 items formerly developed by Victor and Cullen (1987, 1988). They have also been previously used by Parboteeah et al. (2005) and Powell et al. (2013). The items were rated on a 6-point Likert-scale (from 0=completely False to 5= completely True).

The participants were asked to answer the questions just as an observer reporting on organization expectations without allowing their emotions or beliefs about their organization's climate to interfere (Cullen et al., 2003).

Since I decided to work on the outcomes of general benevolent climate and general principled climate, I just used relevant items of these climates in the questionnaire.

The Cronbach's alpha for general benevolent-climate was (0.898) and for general principled (0.876).

Before I found the alpha coefficients I did a factor analysis to find out if every item of the scales loaded correctly. Then the Cronbach's alpha for the remaining relevant items in the scale was calculated. You can see the organized Cronbach's alphas in table 7 and table 8.

Classification of the items of the study's variables is shown in figure 2 and 3. These figures show only the items that had acceptable factor loadings.

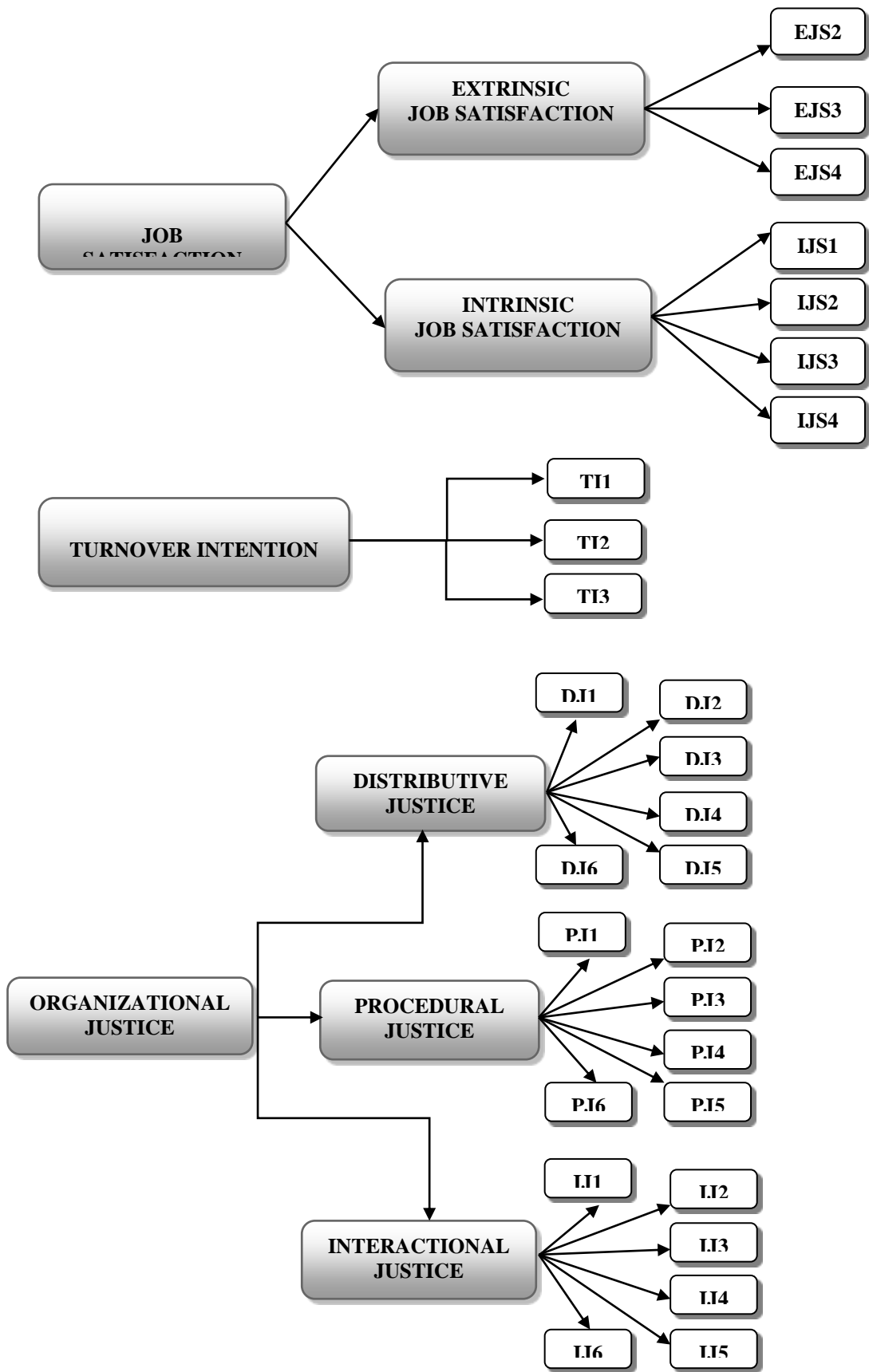


Figure 3: Job satisfaction, Turnover Intention and Organizational Justice items

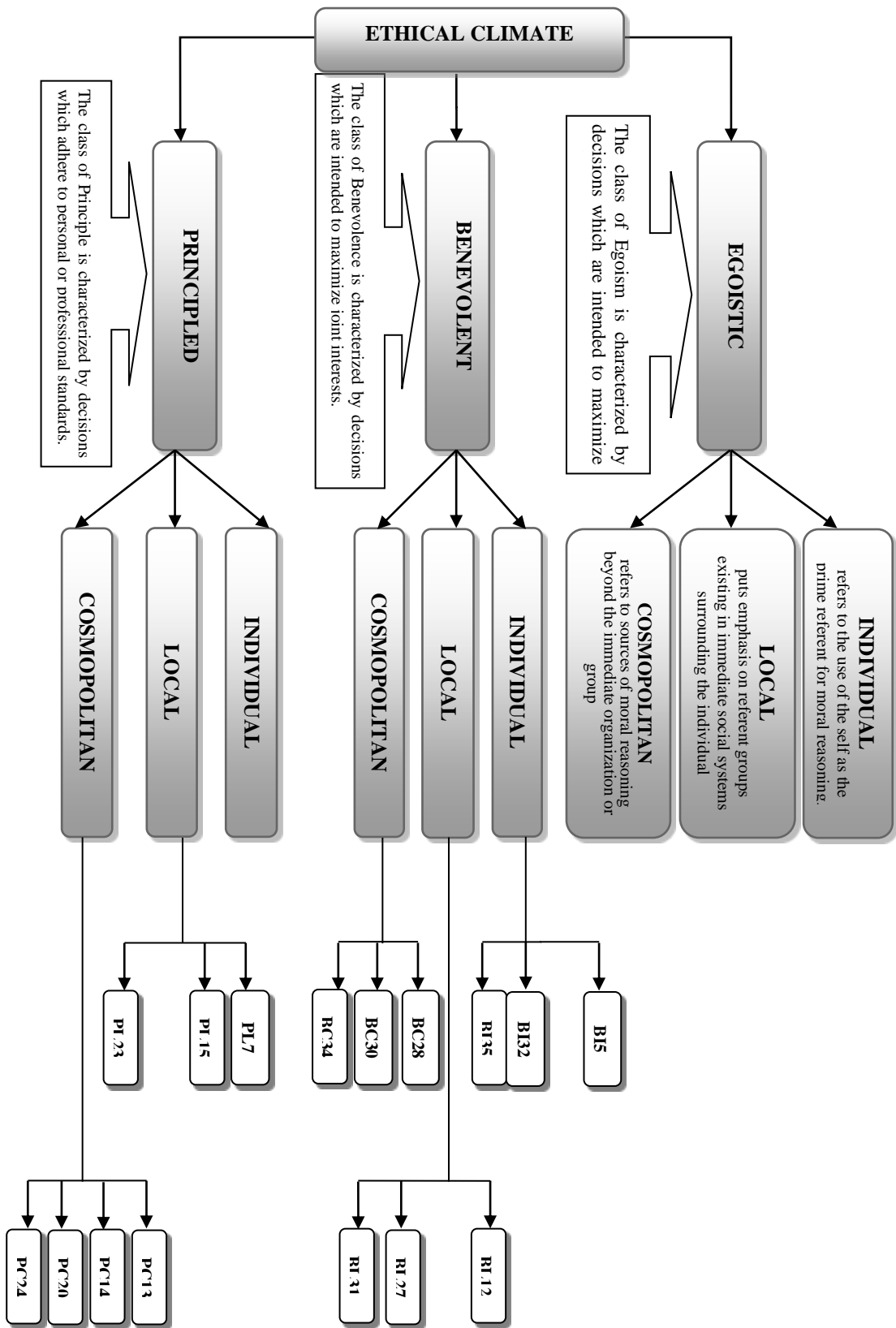


Figure 4: Ethical Climate Items within their division

Chapter 5

DATA ANALYSIS AND RESULTS

Out of 200 distributed questionnaires, 168 were filled and returned and of those, 145 questionnaires were found to be usable. Therefore, only (72.5%) of questionnaires were coded and analyzed. The data was analyzed using Smart PLS 3.0 software with the help of Statistical Package for Social Sciences (SPSS) in the frequency and correlation parts of the analysis. Age, gender, marital status, education level and tenure were used as control variables. Ethical climates (general Benevolent and general principled climates) and organizational justice were taken as independent variables, while job satisfaction and turnover intention were selected as dependent variables.

5.1 Descriptive Statistics

The sample contained (67.8%) male and (32.2%) female of which 62.3% of them are single. The respondents had a minimum age of (18) years and a maximum of 54 years with the mean age being 29.12 years. The largest age category was 21-30 years (89 respondents) making up 61% of the respondents and majority having diploma and some college degree (26.2% & 25.3% respectively). Only 23.4% of the participants had bachelor's degree and higher. 28.3% of the respondents were from TRNC, 58.6% were Turkish while other nationalities accounted for 13.1%. The largest tenure category was 5 years and less with frequency percentage of 69% while the smallest category was 16-20 years with 2.1%. The work experience (tenure) had

the mean of 4.9 years with the maximum of 27 years. Demographic information of the sample is presented in table 2.

Table 2: demographic variables frequency and percentage

Demographic variables	Frequency	Percentage
Age		
Less than 20 years old	12	8.3
21-30 years old	89	61.4
31-40 years old	33	22.8
41-50 years old	8	5.5
More than 50 years old	3	2.1
Total	145	100.0
Gender		
Male	98	67.6
Female	47	32.4
Total	145	100.0
Marital Status		
Single	91	62.8
Married	54	37.2
Total	145	100.0
Nationality		
TRNC	41	28.3
Turkish	85	58.6
Other	19	13.1
Education Level		
Secondary	23	15.9
Some high school, no diploma	6	4.1
Diploma	38	26.2
Some college	37	25.5
Vocational/technical school	6	4.1
Professional degree	1	.7
Bachelor's degree	18	12.4
Post graduate	11	7.6
Other	5	3.4
Total	145	100.0
Tenure		
5 & less than 5 years	100	69.0
6-10 years	31	21.4
11-15 years	7	4.8
16-20 years	3	2.1
More than 20 years	4	2.8
Total	145	100.0

5.2 Analytical Procedure

In order to test our hypothesized model, Partial Least Squares (PLS) analysis with Smart PLS 3.0 software (Chin, 1998; Lohmoeller, 1988) was done. PLS is a sort of multivariate examination method which is mainly proper for prediction-based study, and also practical for assessing structural models with latent variables (Sosik et al., 2009). Being exploratory in nature which means that it's mainly suitable for exploratory studies where theoretical information is quite limited, small sample size requirement to render valid result for complex models (Chin, 2010); and more conservative estimates of the individual path coefficients than covariance-based techniques (Bagozzi and Yi 1988; Chin 1998; Hulland 1999) made PLS approach an appropriate method to use (as cited in Chin, 2010).

As PLS does not present a general model fit index, to display meaningfulness of the model, I trusted on satisfactorily high R^2 values, significant path coefficients and construct reliability (Chin, 1998; Hulland, 1999). In PLS structural model, standardized regression coefficients are demonstrated as path coefficients. By using bootstrapping, the path coefficients' significance examination was conducted. Henseler & Fassott (2010) recommend using at least 500 subsamples or data sets to reduce the probable random sampling errors effects hence, I conducted bootstrapping with 5,000 subsamples to make a marginal difference to the solution (blome & Paulraj, 2012). In addition, by applying Cohen's f^2 , significance test for explained variance with the entering of new variables has been developed. Cohen's f^2 value which is calculated by: $(R^2 \text{ full} - R^2 \text{ reduced}) / (1 - R^2 \text{ full})$ formula was developed by Cohen (1988), he also indicated values of 0.02, 0.15, and 0.35 are represented as small, medium, and large effect sizes, respectively (Koo Moon & Kwon Choi, 2014).

5.3 Measure Assessment

I conducted exploratory factor analysis to verify the measures' overall factor structure, reliability and validity.

In accordance with past researches (Cullen et al., 2003; Fritzsche, 2000), first of all factor analysis was done to recognize perceived ECs in each type of organizations. Then, for each climate the identified items were used to create scales. As Cullen et al. (2003) noted, there is no obligation that the emergent climates adjust precisely to the exact nine Victor and Cullen's (1988) ECs. At this stage it was discovered that just 7 out of 12 items of Principled-climate and 9 out of 12 items of Benevolent-climate loaded correctly on their Factors. Then items correctly loaded on general Benevolent-climate and general Principled-climate were used, where each of these general climates contained all items from individual, local and cosmopolitan locus of analysis which made the models for general benevolent and general principled climate separate. At the end in order to confirm the measures' validity and overall factor structure, factor analysis was carried out where; factor loading means the degree to which items are correlated with the main latent variable they evaluate. If factor loading is higher than 0.50, it is regarded to be well correlated with the latent variable (Koo Moon & Kwon Choi, 2014). If you take a look at Table 3 and 4 you can see that every item of our variable loaded on its proper factor, each loading exceeding the threshold of 0.5.

In order to test convergent validity AVE (Average Variance Extracted) calculated. All of our factors' AVE exceeded a critical value of 0.50 suggested by Fornell and Larcker (1981) as sufficient enough. (Please see table 5 and 6)

Table 3: Outer model loadings and cross loadings for General Benevolent model

Items	General Benevolent	Job Satisfaction	Organizational Justice	Turnover Intention
BC28	0.805	0.379	0.395	-0.420
BC30	0.742	0.362	0.371	-0.340
BC34	0.727	0.216	0.317	-0.229
BI32	0.775	0.335	0.374	-0.310
BI35	0.781	0.316	0.481	-0.319
BI5	0.689	0.280	0.457	-0.311
BL12	0.635	0.240	0.325	-0.301
BL27	0.800	0.387	0.586	-0.384
BL31	0.711	0.347	0.355	-0.241
DJ1	0.468	0.432	0.771	-0.208
DJ2	0.426	0.320	0.585	-0.264
DJ3	0.463	0.324	0.644	-0.113
DJ4	0.445	0.441	0.712	-0.235
DJ5	0.374	0.420	0.678	-0.168
DJ6	0.567	0.342	0.661	-0.286
IJ1	0.405	0.447	0.782	-0.341
IJ2	0.385	0.476	0.820	-0.260
IJ3	0.510	0.495	0.854	-0.335
IJ4	0.493	0.537	0.803	-0.309
IJ5	0.402	0.489	0.811	-0.310
IJ6	0.426	0.473	0.844	-0.342
PJ1	0.411	0.400	0.763	-0.276
PJ2	0.356	0.485	0.795	-0.214
PJ3	0.424	0.506	0.834	-0.336
PJ4	0.435	0.492	0.853	-0.326
PJ5	0.378	0.503	0.861	-0.329
PJ6	0.442	0.557	0.823	-0.329
EJS2	0.253	0.584	0.403	-0.237
EJS3	0.272	0.750	0.507	-0.413
EJS4	0.386	0.717	0.526	-0.428
IJS1	0.325	0.741	0.367	-0.344
IJS2	0.297	0.763	0.352	-0.255
IJS3	0.367	0.764	0.346	-0.353
IJS4	0.326	0.811	0.465	-0.414
TI1	-0.337	-0.413	-0.258	0.919
TI2	-0.398	-0.454	-0.367	0.905
TI3	-0.435	-0.451	-0.348	0.884

Table 4: Outer model loadings and cross loadings for General Principled model

Items	General Principled	Job Satisfaction	Organizational Justice	Turnover Intention
PC13	0.758	0.328	0.295	-0.245
PC14	0.759	0.268	0.286	-0.215
PC20	0.735	0.241	0.375	-0.268
PC24	0.790	0.331	0.324	-0.273
PL15	0.720	0.244	0.246	-0.196
PL23	0.767	0.278	0.399	-0.303
PL7	0.766	0.276	0.367	-0.278
DJ1	0.348	0.432	0.763	-0.207
DJ2	0.238	0.320	0.569	-0.262
DJ3	0.298	0.324	0.629	-0.113
DJ4	0.248	0.440	0.698	-0.233
DJ5	0.210	0.420	0.665	-0.165
DJ6	0.335	0.342	0.648	-0.284
IJ1	0.334	0.448	0.787	-0.339
IJ2	0.336	0.476	0.825	-0.258
IJ3	0.408	0.496	0.858	-0.333
IJ4	0.502	0.537	0.810	-0.307
IJ5	0.327	0.489	0.815	-0.309
IJ6	0.310	0.473	0.849	-0.340
PJ1	0.392	0.400	0.767	-0.273
PJ2	0.307	0.485	0.802	-0.212
PJ3	0.333	0.507	0.840	-0.334
PJ4	0.346	0.492	0.857	-0.326
PJ5	0.341	0.503	0.866	-0.328
PJ6	0.422	0.557	0.830	-0.326
EJS2	0.134	0.582	0.401	-0.236
EJS3	0.268	0.751	0.510	-0.412
EJS4	0.336	0.718	0.528	-0.426
IJS1	0.326	0.741	0.366	-0.343
IJS2	0.224	0.762	0.353	-0.255
IJS3	0.343	0.764	0.348	-0.352
IJS4	0.250	0.811	0.467	-0.414
TI1	-0.337	-0.414	-0.258	0.924
TI2	-0.282	-0.454	-0.369	0.906
TI3	-0.303	-0.451	-0.348	0.878

To check the discriminant validity of the measures, Fornell-Larcker criterion was used. This criterion contrasts the square root of the AVE to all inter-factor correlations. As the square roots of our AVE values are greater than the correlations, satisfactory discriminant validity was established for all of our models' factors. Table 5 show the Fornell-Larcker criterion for general Principled and Benevolent climate models.

Table 5: Fornell-Larcker Criterion

	AVE	TI	GPC	JS	OJ
Turnover intention	0.815	0.903 ^a			
General principled climate	0.572	-0.340 ^b	0.757		
job satisfaction	0.541	-0.488 ^b	0.373 ^b	0.736	
organizational justice	0.602	-0.361 ^b	0.439 ^b	0.590 ^b	0.776
	AVE	GBC	JS	TI	OJ
General Benevolent climate	0.551	0.742 ^a			
Job Satisfaction	0.541	0.436 ^b	0.736		
Turnover Intention	0.815	-0.435 ^b	-0.488 ^b	0.903	
organizational justice	0.602	0.560 ^b	0.588 ^b	-0.362 ^b	0.776

^aThe square root of the construct's AVE is provided along the diagonal

^b Inter-factor correlations.

I assessed the reliability of the scale by using Cronbach's alpha (CA). Each scale had CA above suggested minimum of 0.70. Composite reliability (CR) was computed for each factor too. All cases' CR was found to be above the lowest measure of 0.70, showing that the measure's reliability is confirmed. The Cronbach's alpha, Composite reliability and AVE of the study's variables are all have shown in Table 6 and 7.

Table 6: Factor Loadings and CA, CR values and AVE of the Principled model

Variables and their Items	Factor Loadings***	CA***	AVE***	CR***
General Principled climate		0.876	0.572	0.904
PC13: “The first consideration is whether a decision violates any law.”	0.758			
PC14: “People are expected to comply with the law and professional standards over and above other considerations.”	0.758			
PC20: “In this company, people are expected to strictly follow legal or professional standards.”	0.735			
PC24: “In this company, the law or ethical code of their profession is the major consideration.”	0.790			
PL15: “Everyone is expected to stick by company rules and procedures.”	0.720			
PL23: “Successful people in this company strictly obey the company policies.”	0.767			
PL7: “It is very important to follow strictly the company’s rules and procedures here.”	0.766			
Organizational Justice		0.960	0.602	0.964
DJ1: “you are fairly rewarded considering the responsibilities that you have.”	0.763			
DJ2: “you are fairly rewarded taking into account the amount of education and training that you have had.”	0.569			
DJ3: “you are fairly rewarded in view of the amount of experience that you have.”	0.629			
DJ4: “you are fairly rewarded for the amount of effort that you put forth.”	0.698			
DJ5: “you are fairly rewarded for the work that you have done well.”	0.665			
DJ6: “you are fairly rewarded for the stresses and strains of your job.”	0.648			
IJ1: “you are treated with respect and dignity.”	0.787			
IJ2: “you are dealt with in a truthful manner.”	0.825			
IJ3: “you are offered adequate justification for the decisions.”	0.858			
IJ4: “you are treated with kindness and consideration.”	0.810			
IJ5: “you are shown concern for your rights as an employee.”	0.815			
IJ6: “you are helped to understand the reasons for the decision.”	0.849			

Table 6: Continued

Variables and their Items	Factor Loadings***	CA***	AVE***	CR***
PJ1: "requests for clarification and additional information are allowed."	0.767			
PJ2: "all the sides affected by the decisions are represented."	0.802			
PJ3: "the decisions are applied with consistency to the parties affected."	0.840			
PJ4: "accurate information upon which the decisions are based is collected."	0.857			
PJ5: "complete information upon which the decisions are based is collected."	0.866			
PJ6: "opportunities are provided to appeal or challenge the decisions."	0.830			
Job satisfaction		0.857	0.541	0.891
EJS2: "I am relatively well rewarded financially for my work."	0.582			
EJS3: "I am satisfied with the amount of my pay for my current position."	0.751			
EJS4: "I am satisfied with my working conditions."	0.718			
IJS1: "I feel a sense of pride and accomplishment as a result of the type of work I do."	0.741			
IJS2: "I very much like the type of work I am doing."	0.762			
IJS3: "My job performance improves from year to year."	0.764			
IJS4: "My job offers me a career path that I am pleased with."	0.810			
Turnover Intention		0.886	0.815	0.930
TI1: "Presently, I am actively searching for other jobs."	0.924			
TI2: "In the last few months, I have seriously thought about looking for a new job."	0.906			
TI3: "I intend to leave the firm in the near future."	0.878			

CA: Cronbach's alpha, CR: composite reliability, AVE: average variance extracted

* p<0.05; ** p<0.01; *** p<0.001

Table 7: Factor Loadings and CA, CR values and AVE of the Principled model

Variables and their Items	Factor Loadings***	CA***	AVE***	CR***
General Benevolent climate		0.898	0.551	0.917
BC28: "People in this company have a strong sense of responsibility to the outside community."	0.805			
BC30: "People in this company are actively concerned about the customer's, and the public's interest."	0.742			
BC34: "The effect of decisions on the customer and the public are a primary concern in this company."	0.727			
BI32: "What is best for each individual is a primary concern in this organization."	0.775			
BI35: "It is expected that each individual is cared for when making decisions here."	0.781			
BI5: "In this company, people look out for each other's good."	0.689			
BL12: "The most important concern is the good of all the people in the company."	0.635			
BL27: "People in this company view team spirit as important."	0.800			
BL31: "People are very concerned about what is generally best for employees in the company."	0.711			
Organizational Justice		0.96	0.602	0.964
DJ1: "you are fairly rewarded considering the responsibilities that you have."	0.771			
DJ2: "you are fairly rewarded taking into account the amount of education and training that you have had."	0.585			
DJ3: "you are fairly rewarded in view of the amount of experience that you have."	0.644			
DJ4: "you are fairly rewarded for the amount of effort that you put forth."	0.712			
DJ5: "you are fairly rewarded for the work that you have done well."	0.678			
DJ6: "you are fairly rewarded for the stresses and strains of your job."	0.661			
IJ1: "you are treated with respect and dignity."	0.781			
IJ2: "you are dealt with in a truthful manner."	0.820			
IJ3: "you are offered adequate justification for the decisions."	0.854			

Table 7: Continued

Variables and their Items	Factor Loadings***	CA***	AVE***	CR***
IJ4: "you are treated with kindness and consideration."	0.803			
IJ5: "you are shown concern for your rights as an employee."	0.811			
IJ6: "you are helped to understand the reasons for the decision."	0.844			
PJ1: "requests for clarification and additional information are allowed."	0.763			
PJ2: "all the sides affected by the decisions are represented."	0.795			
PJ3: "the decisions are applied with consistency to the parties affected."	0.834			
PJ4: "accurate information upon which the decisions are based is collected."	0.853			
PJ5: "complete information upon which the decisions are based is collected."	0.860			
PJ6: "opportunities are provided to appeal or challenge the decisions."	0.823			
Job satisfaction		0.857	0.541	0.891
EJS2: "I am relatively well rewarded financially for my work."	0.584			
EJS3: "I am satisfied with the amount of my pay for my current position."	0.750			
EJS4: "I am satisfied with my working conditions."	0.717			
IJS1: "I feel a sense of pride and accomplishment as a result of the type of work I do."	0.741			
IJS2: "I very much like the type of work I am doing."	0.763			
IJS3: "My job performance improves from year to year."	0.764			
IJS4: "My job offers me a career path that I am pleased with."	0.811			
Turnover Intention		0.886	0.815	0.930
TI1: "Presently, I am actively searching for other jobs."	0.919			
TI2: "In the last few months, I have seriously thought about looking for a new job."	0.905			
TI3: "I intend to leave the firm in the near future."	0.884			

CA Cronbach's alpha, CR composite reliability, AVE average variance extracted

* p<0.05; ** p<0.01; *** p<0.001

5.4 Hypothesis Testing

5.4.1 Correlation Analysis: Demographic Variables, Ethical climates, Organizational Justice, Job satisfaction and Turnover Intention

Pearson correlation coefficient analysis was applied in order to test the existence of correlations between control variables, independent and dependent variables. Correlations between each demographic variable (i.e., age, gender, marital status, and educational level and tenure) with each part of ethical climate (general Benevolent-climate and general Principled-climate), Organizational Justice (procedural justice, interactional justice, and distributive justice), Job satisfaction (intrinsic and extrinsic) and turnover intention were analyzed. The results are shown in Table 8.

In accordance with the results, age was found to be related to marital status ($r=0.47$, $p<0.01$) and tenure ($r=0.361$, $p<0.01$) among demographic variables. It was also found to be correlated with general benevolent climate ($r=0.317$, $p<0.01$), general principled climate ($r=0.275$, $p<0.01$) and organizational justice ($r=0.251$, $p<0.01$). By looking at the correlation table it can be seen that age just has correlation with 2 of the organizational justice components: interactional justice ($r=0.247$, $p<0.01$) and procedural justice ($r=0.277$, $p<0.01$). As you can see age is positively associated with the variables explained formerly.

As the correlation results shows, gender is only associated with tenure although their correlation showed negative ($r=-0.242$, $p<0.01$).

Among these demographic variables, educational level didn't show any correlation with other variables.

Table 8: Means, standard deviations and Correlations of all variables and subgroup variables together

Variables	MEAN	SD	1	2	3	4	5	6	7	8	9
1-GENERAL BENEVOLENT CLIMATE	3.53	1.06									
2-GENERAL PRINCIPLED CLIMATE	3.62	1	.713**								
3-ORGANIZATIONAL JUSTICE	4.42	1.43	.538**	.432**							
4-INTERACTIONAL JUSTICE	4.94	1.85	.504**	.425**	.969**						
5-PROCEDURAL JUSTICE	4.74	1.84	.466**	.409**	.967**	.928**					
6-DISTRIBUTIVE JUSTICE	3.58	0.94	.554**	.334**	.767**	.643**	.631**				
7- JOB SATISFACTION	3.57	0.94	.427**	.364**	.575**	.551**	.555**	.456**			
8-EXTRINSIC JOB SATISFACTION	3.25	1.02	.370**	.302**	.590**	.567**	.569**	.467**	.829**		
9-INTRINSIC JOB SATISFACTION	3.82	1.09	.381**	.334**	.450**	.430**	.434**	.357**	.920**	.543**	
10-TURNOVER INTENTION	2.73	2.03	-.429**	-.336**	-.364**	-.368**	-.349**	-.256**	-.475**	-.444**	-.402**
11-Age ^a	2.32	0.79	.317**	.275**	.251**	.247**	.277**	0.118	0.16	0.118	0.157
12-Gender ^b	1.32	0.47	0.139	0.054	0.017	0.015	0.008	0.035	0.041	-0.023	0.077
13Marital Status ^o	1.37	0.49	.205*	.254**	0.061	0.06	0.061	0.04	0.157	0.108	0.16
14-Education Level ^d	4.08	2.27	-0.084	0.001	0.012	0.055	0.036	-0.123	0.064	0.071	0.047
15-Tenure ^e	1.48	0.9	.193*	0.155	.219**	.207*	.228**	0.145	0.152	0.092	.164*

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

^aCoding: 1=Less than 20 years old, 2=21-30 years old, 3=31-40 years old, 4=41-50 years old, 5=More than 50 years old

^bCoding: 1=Male, 2=Female

^oCoding: 1=Single, 2=Married

^dCoding: 1=Secondary, 2=Some high school, no diploma,3=High school graduate, diploma,4=some College,5=Vocational/ Technical school (2yaers),6=Professional degree,7=Bachelor's degree,8=post graduate,9=other

^eCoding: 1="5 & less than 5 years",2 ="6-10 years",3="11-15 years",4="16-20 years",5="more than 20 years"

Table 8: (Cont.)

Variables	MEAN	SD	10	11	12	13	14
1-GENERAL BENEVOLENT CLIMATE	3.53	1.06					
2-GENERAL PRINCIPLED CLIMATE	3.62	1					
3-ORGANIZATIONAL JUSTICE	4.42	1.43					
4-INTERACTIONAL JUSTICE	4.94	1.85					
5-PROCEDURAL JUSTICE	4.74	1.84					
6-DISTRIBUTIVE JUSTICE	3.58	0.94					
7- JOB SATISFACTION	3.57	0.94					
8-EXTRINSIC JOB SATISFACTION	3.25	1.02					
9-INTRINSIC JOB SATISFACTION	3.82	1.09					
10-TURNOVER INTENTION	2.73	2.03					
11-Age ^a	2.32	0.79	-0.128				
12-Gender ^b	1.32	0.47	-0.093	-0.073			
13Marital Status ^c	1.37	0.49	-0.025	.470**	0.046		
14-Educational Level ^d	4.08	2.27	-0.023	-0.096	-0.051	-0.085	
15-Tenure ^e	1.48	0.9	-0.018	.361**	-.242**	.254**	-0.057

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

^aCoding: 1=Less than 20 years old, 2=21-30 years old, 3=31-40 years old, 4=41-50 years old, 5=More than 50 years old

^bCoding: 1=Male, 2=Female

^cCoding: 1=Single, 2=Married

^dCoding: 1=Secondary, 2=Some high school, no diploma,3=High school graduate, diploma,4=some College,5=Vocational/ Technical school (2yaers),6=Professional degree,7=Bachelor's degree,8=post graduate,9=other

^eCoding: 1="5 & less than 5 years",2 ="6-10 years",3="11-15 years",4="16-20 years",5="more than 20 years"

Our last demographic variable: tenure was associated with variables of general benevolent climate ($r=0.193$, $p<0.05$), intrinsic job satisfaction ($r=0.164$, $p<0.05$), organizational justice ($r=0.219$, $p<0.01$) and just two components of organizational justice i.e. interactional justice ($r=0.207$, $p<0.05$) and procedural justice ($r=0.228$, $p<0.01$).

Marital status was positively associated with tenure ($r=0.254$, $p<0.01$), General benevolent climate ($r=0.205$, $p<0.05$) and general principled climate ($r=0.254$, $p<0.01$).

Concerning correlation between dependent and independent variables, it is confirmed that all are significantly correlated at the 0.01 level of significance.

Looking at table 8, the correlation table reveals that each of our main variables is mostly correlated with its components rather than other variables. As an illustration, you can see that job satisfaction has the most correlation with intrinsic job satisfaction ($r=0.920$, $p<0.01$) and extrinsic job satisfaction ($r=0.829$, $p<0.01$). Another example is organizational justice which is correlated with its component (interactional justice ($r=0.969$, $p<0.01$); procedural justice ($r=0.967$, $p<0.01$); distributive justice ($r=0.767$, $p<0.01$)). It also evident in the table that general Benevolent-climate has most correlation with general Principled-climate ($r=0.713$, $p<0.01$), which was the reason the researcher preferred to put them in separate models instead of analyzing them in a model together.

Based on the correlation results, general Benevolent-climate was positively associated with organizational justice ($r=0.538$, $p<0.01$), job satisfaction ($r=0.427$,

$p < 0.01$) and negatively correlated with turnover intention ($r = -0.429$, $p < 0.01$). These results initially support the hypotheses H1, H3 and H5 hypothesis.

General Principled-climate correlated with organizational justice ($r = 0.432$, $p < 0.01$) and job satisfaction ($r = 0.364$, $p < 0.01$) positively, and with turnover intention ($r = -0.336$, $p < 0.01$) negatively. These results reflect the hypotheses H2, H4 and H6.

Whilst organizational justice and job satisfaction related positively ($r = 0.575$, $p < 0.01$), its correlation with turnover intention resulted negative ($r = -0.364$, $p < 0.01$). This part supports the proposed hypotheses H7 and H8.

Finally Pearson correlation coefficient analysis results revealed negative correlation between job satisfaction and turnover intention ($r = 0.475$, $p < 0.01$), which supports hypothesis H11.

5.4.2 Results of Testing Theoretical Model using Smart-PLS

Using software of smart-PLS 3.0 (Ringle, Wende and Becker, 2015), the theoretical model and hypothesis we had developed based on the model was tested. Hierarchical insight was applied in order to assess all relationships of our hypothesized model. Results for general Benevolent-climate's model and general Principled-climate's model are shown separately in tables, 9, 10, 11 and 12.

Table 9: Results of testing relationships among an organization's general Principled climate, organizational justice, Job satisfaction and Turnover Intention (Model a)

	Turnover Intention(TI)				Job Satisfaction(JS)			Organizational Justice (OJ)
	MODEL1	MODEL2	MODEL3a	MODEL4a	MODEL1	MODEL2	MODEL3	
<i>Control variables</i>								
Age	-0.171	-0.096	-0.059	-0.08	0.098	0.034	-0.055	
	2.015	1.249	0.803	1.11	1.006	0.376	0.679	
Gender	-0.113	-0.085	-0.07	-0.062	0.098	0.062	0.019	
	1.228	1.078	0.952	0.902	1.009	0.726	0.264	
Marital Status	0.065	0.103	0.063	0.113	0.092	0.041	0.125	
	0.55	1.052	0.682	1.305	0.856	0.403	1.515	
Education Level	-0.045	-0.024	-0.023	0.008	0.093	0.078	0.074	
	0.474	0.264	0.258	0.098	0.987	0.978	1.072	
Tenure	-0.011	0.024	0.062	0.067	0.127	0.096	0.008	
	0.102	0.269	0.712	0.795	1.485	1.358	0.136	
<i>Predictors</i>								
General Principled		-0.340***	-0.23	-0.184		0.343***	0.112	0.446***
		3.493	1.87	1.579		3.717	1.175	5.390
Organizational Justice			-0.263*	-0.04			0.545***	
			2.48	0.335			5.982	
Job Satisfaction				-0.408***				
				3.95				
R ²	0.033	0.134	0.185	0.288	0.063	0.166	0.381	0.199
F ²		0.120	0.064	0.150		0.127	0.364	

Notes: Bootstrap n=5000. All values are standardized path coefficients and values in gray colors are t-values.

*p<0.05; **p<0.01; ***p<0.001

Table 10: Results of testing relationships among an organization's general Principled climate, organizational justice, Job satisfaction and Turnover Intention (Model b)

	Turnover Intention(TI)				Job Satisfaction(JS)		Organizational Justice (OJ)
	MODEL1	MODEL2	MODEL3b	MODEL4b	MODEL1	MODEL2	
<i>Control variables</i>							
Age	-0.171	-0.096	-0.085	-0.078	0.098	0.034	
	2.015	1.249	1.248	1.099	1.006	0.376	
Gender	-0.113	-0.085	-0.06	-0.059	0.098	0.062	
	1.228	1.078	0.893	0.868	1.009	0.726	
Marital Status	0.065	0.103	0.12	0.111	0.092	0.041	
	0.55	1.052	1.394	1.289	0.856	0.403	
Education Level	-0.045	-0.024	0.009	0.007	0.093	0.078	
	0.474	0.264	0.109	0.09	0.987	0.978	
Tenure	-0.011	0.024	0.064	0.07	0.127	0.096	
	0.102	0.269	0.774	0.855	1.485	1.358	
<i>Predictors</i>							
General Principled		-0.340***	-0.193	-0.179		0.343***	0.446***
		3.493	1.712	1.491		3.717	5.390
Job Satisfaction			-0.426***	-0.4***			
			5.123	3.927			
Organizational Justice				-0.055			
				0.469			
R ²	0.033	0.134	0.285	0.287	0.063	0.166	
F ²		0.120	0.213	0.002		0.127	

Notes: Bootstrap n=5000. All values are standardized path coefficients and values in gray color are t-values.

*p<0.05; **p<0.01; ***p<0.001

Table 11: Results of testing relationships among an organization's general Benevolent climate, organizational justice, Job satisfaction and Turnover Intention (Model a)

	Turnover Intention(TI)				Job Satisfaction(JS)			Organizational Justice (OJ)
	MODEL1	MODEL2	MODEL3a	MODEL4a	MODEL1	MODEL2	MODEL3	
<i>Control variables</i>								
Age	-0.171	-0.051	-0.035	-0.057	0.098	-0.014	-0.062	
	2.015	0.684	0.497	0.802	1.006	0.157	0.809	
Gender	-0.113	-0.022	-0.025	-0.025	0.098	0.002	0.002	
	1.228	0.282	0.334	0.351	1.009	0.028	0.023	
Marital Status	0.065	0.067	0.047	0.099	0.092	0.077	0.133	
	0.55	0.711	0.535	1.18	0.856	0.771	1.636	
Education Level	-0.045	-0.057	-0.049	-0.014	0.093	0.107	0.087	
	0.474	0.701	0.614	0.183	0.987	1.282	1.204	
Tenure	-0.011	0.059	0.077	0.079	0.127	0.063	0.003	
	0.102	0.664	0.897	0.979	1.485	0.94	0.054	
<i>Predictors</i>								
General Benevolent		-0.447***	-0.35**	-0.292**		0.423***	0.146	0.571***
		5.305	3.012	2.646		4.634	1.345	7.508
Organizational Justice			-0.179	0.022			0.514***	
			1.666	0.18			4.974	
Job Satisfaction				-0.39***				
				3.953				
R ²	0.033	0.203	0.224	0.315	0.063	0.212	0.384	0.326
F ²		0.215	0.027	0.151		0.194	0.283	

Notes: Bootstrap n=5000. All values are standardized path coefficients and values in gray colors are t-values.

*p<0.05; **p<0.01; ***p<0.001

Table 12: Results of testing relationships among an organization's general Benevolent climate, organizational justice, Job satisfaction and Turnover Intention (Model b)

	Turnover Intention(TI)				Job Satisfaction(JS)		Organizational Justice (OJ)
	MODEL1	MODEL2	MODEL3b	MODEL4b	MODEL1	MODEL2	
<i>Control variables</i>							
Age	-0.171	-0.051	-0.055	-0.056	0.098	-0.014	
	2.015	0.684	0.812	0.798	1.006	0.157	
Gender	-0.113	-0.022	-0.024	-0.024	0.098	0.002	
	1.228	0.282	0.338	0.328	1.009	0.028	
Marital Status	0.065	0.067	0.097	0.098	0.092	0.077	
	0.55	0.711	1.156	1.151	0.856	0.771	
Education Level	-0.045	-0.057	-0.015	-0.014	0.093	0.107	
	0.474	0.701	0.194	0.19	0.987	1.282	
Tenure	-0.011	0.059	0.082	0.081	0.127	0.063	
	0.102	0.664	1.015	0.99	1.485	0.94	
<i>Predictors</i>							
General Benevolent		-0.447***	-0.285**	-0.29**		0.423***	0.571***
		5.305	2.794	2.607		4.634	7.508
Job Satisfaction			-0.378***	-0.383***			
			4.639	3.809			
Organizational Justice				0.013			
				0.105			
R ²	0.033	0.203	0.313	0.314	0.063	0.212	0.326
F ²		0.215	0.164	0.001		0.194	

Notes: Bootstrap n=5000. All values are standardized path coefficients and values in gray colors are t-values.

*p<0.05; **p<0.01; ***p<0.001

Firstly, H1, H5 and H3 predicted that general Benevolent-climate (BC) has positive relationship with job satisfaction and organizational Justice and a negative relationship with turnover intention. As seen in Model 2 of table 11, general BC was negatively related to turnover intention ($\beta=-0.447$, $p<0.001$) and positively related to job satisfaction ($\beta=0.423$, $p<0.001$). Table 11 also revealed significant positive relationship between general Benevolent-climate and Organizational Justice ($\beta=0.571$, $p<0.001$). Additionally, the Cohen's f^2 in Model 2 was 0.215 for turnover intention and 0.194 for job Satisfaction, which shows that the effect size of explained variance (ΔR^2) increment after entering the general BC in Model 2 is a lot more than medium. Therefore, H1, H3 and H5 which has been supported by correlation analysis, is also supported again. Using the same process for general principled-climate, support for H2, H4 and H6 which is consistent with correlation analysis results, would also be revealed. Looking at Model 2 of table 9, there is a significant positive relationship among general Principled-climate, Job satisfaction ($\beta=0.343$, $p<0.001$) and Organizational Justice ($\beta=0.446$, $p<0.001$); also a significant negative relationship with Turnover Intention ($\beta=-0.340$, $p<0.001$).

Secondly, H7 and H8 showed a positive relationship between Organizational Justice and JS; and a negative relationship between Organizational Justice and TI. In Model 3 of table 11 and 9, they showed that Organizational justice has a positive relationship with Job satisfaction ($\beta=0.545$, $p<0.001$; $\beta=0.514$, $p<0.001$), which supports the hypothesis H7 while model 3a of table 9 showed support for H8 ($\beta=-0.263$, $p<0.05$). These results confirm the initial results for H7 and H8 shown in the correlation analysis.

Thirdly, model 3 of table 11 and 9 also supported H9a and H10a regarding mediating effect of organizational justice. At the time organizational justice was entered into the model, the significant relationship between general benevolent and principled climates which was found in model 2, lost its significance in Model 3 to Job satisfaction (GPC: $\beta=0.112$, ns; GBC: $\beta=0.146$, ns). Instead, relationship between organizational justice and job satisfaction (GPC: $\beta=0.545$, $p<0.001$; GBC: $\beta=0.514$, $p<0.001$) was significant and had a large effect (Cohen's $F^2=0.364$ for GPC-model and 0.283 for GBC-model). Here, in order to show mediating effect, a method which was presented in Chin's (2010) article emphasizing: "if the inclusion of a new construct into a model changes the path of an existing construct from significant to non-significant, you have established full mediation for this new construct", was applied. This method is using the same logic as the Baron and Kenny's (1986) mediation method. There should be a significant relationship between each of dependent and independent variables in advance and then by entering the mediator the significant relationship should be insignificant and the path through mediator should be significantly stronger than the direct path.

Fourthly, model 3a of table 9 supported the H9b regarding the mediation of organizational justice between general principled-climate and turnover intention. It is recognizable in model 3a that adding organizational justice to the model cleared the significance of the direct effect of general principled climate on turnover intention in Model 2 ($\beta=-0.23$, ns) and showed significant relationship between itself and turnover Intention ($\beta=-0.263$, $p<0.05$), although not a strong relationship as the effect is almost small (Cohen's $F^2=0.064$).

Fifth, looking at Model 3a of table 11, it's clear that by adding the organizational justice to our model although the significance of the relationship between general benevolent-climate and TI in Model 2 ($\beta=-0.447$, $p<0.001$) was a little bit decreased in Model 3 ($\beta=-0.35$, $p<0.01$), it can't play a mediator role in this relationship as its relationship with turnover intention ($\beta=-0.179$, ns) is not significant. Thus, the hypothesis H10b is not supported.

Sixth, Model 4a and 4b of tables 11, 12, 9 and 10 showed that JS has negative relationship with TI ($\beta=-0.39$, -0.38 & -0.40 , $p<0.001$), therefore H11 is supported.

Seventh, as it is shown in table 12 that after entering job satisfaction in model 3b the significant relationship between general benevolent-climate with turnover intention plunged (from $\beta=-0.447$, $p<0.001$ to $\beta=0.285$, $p<0.01$) but remained significant. This result shows that job satisfaction plays its role as a partial mediator. So, our hypothesis H12 is partially supported. Furthermore, by looking at table 10, it's clear that JS plays a full mediating role in the relationship between general Principled-climate and TI, as their significant relationship in Model2 ($\beta=-0.340$, $p<0.001$) disappeared after entering job satisfaction into Model 3 ($\beta=-0.193$, ns). Thus, it's obvious that H13 is supported.

Finally, table 11 and 9 shows that JS mediates the relationship between organizational justice and TI, because in table 10a after adding job satisfaction to the relationship in Model 4a the significant relationship between the two variables in Model 2 disappeared ($\beta=-0.263$, $p<0.05$ changed to $\beta=-0.04$, ns). Thus, our last hypothesis H14 is supported.

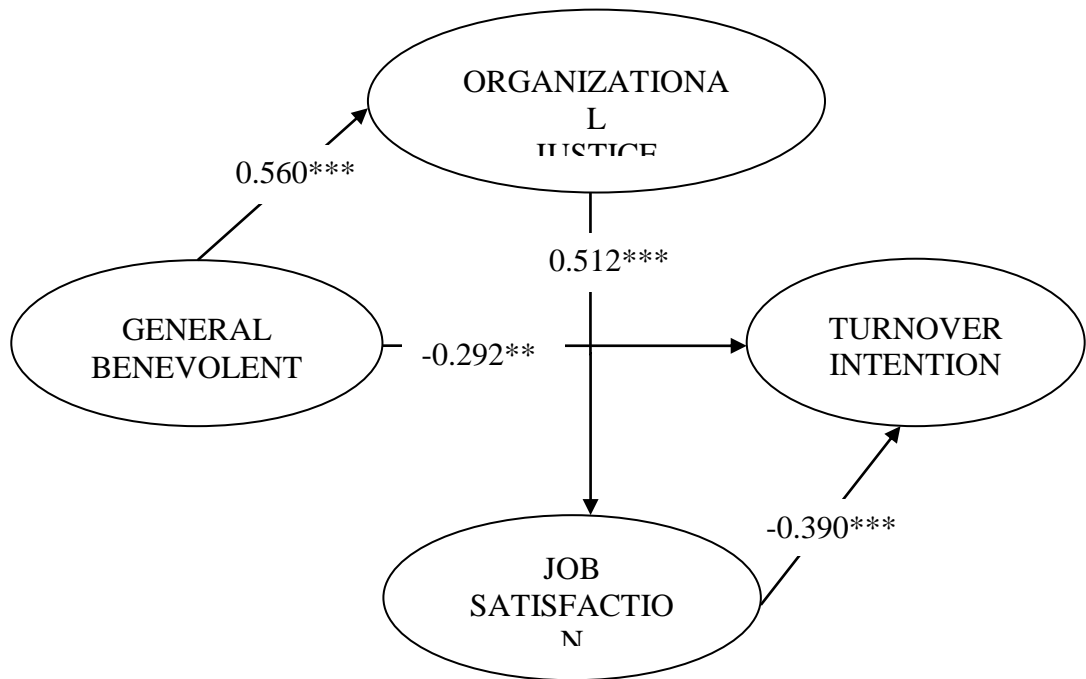


Figure 5: summarizes the overall results of the hypotheses testing done with the aid of Smart PLS.

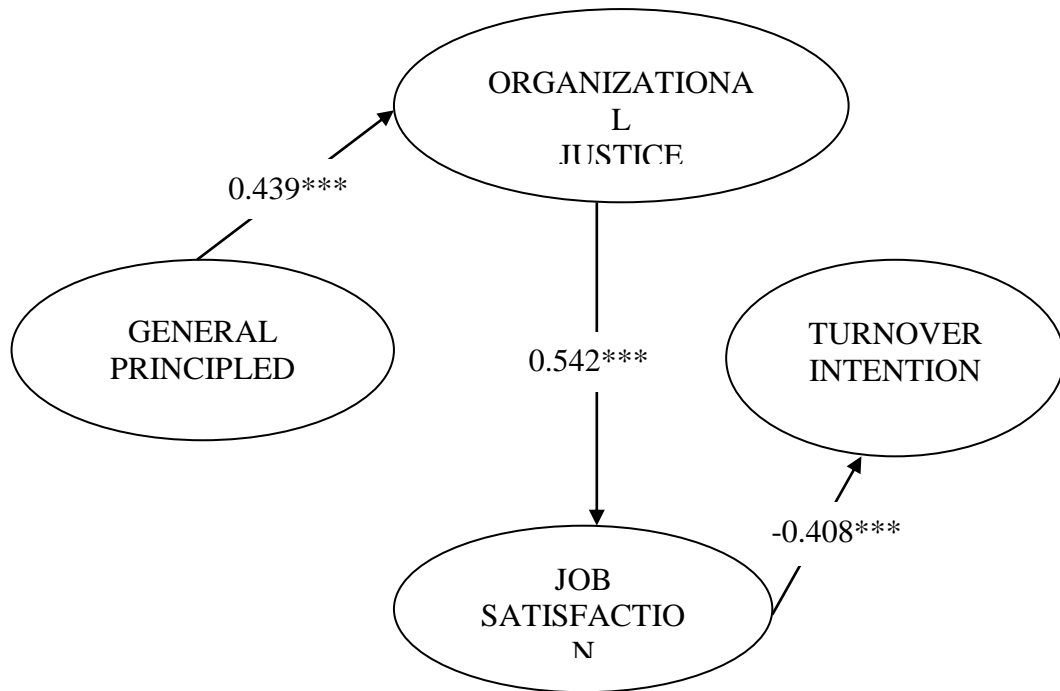


Figure 6: Significant relationships between Ethical climates, Organizational Justice, Job satisfaction, and Turnover Intention

Chapter 6

DISCUSSION

6.1 Discussion

There have been so many discussions about ethical climate, organizational justice and their relationship with job outcomes like job satisfaction, commitment and turnover intention in different kinds of firms including hotels and restaurants. However, a significant probe into the relationship among ethical climate components, organizational justice, job satisfaction and turnover intention among employees working in TRNC's (Turkish Republic of North Cyprus) hospitality sector has not been carried out. Being a Mediterranean island, North Cyprus is in a unique unspoiled area, rich in history and mild weather that make the country an attractive destination for tourists from all over the world. In 2012 over 1.1 million tourists visited the country contributing an income of \$328 million to the country (mostly generated from its hotels and restaurants). Tourism is an important contributor to the GDP of TRNC and considering the embargoes that have been imposed on the country, the importance of this sector cannot be over-emphasized.

Since North Cyprus has recently proven to be one of the fastest growing emerging tourist destinations for European tourists, the fire of competition has been lit up between hotels and restaurants to attract as many guests as they can. Thus, in order to establish competitive advantages, managers of hotels and restaurants need to understand the importance of service improvement for attracting more customers and

work environment betterment to keep their expert employees as well as attracting skillful ones.

Ethical climate is one of the work climates that if given an adept review could make huge changes in the organization. Previous scholars suggested that creating ethical climate by monitoring, utilizing policies, enforcing codes of ethics and discouraging unethical behaviors and taking action to correct them may have additional benefits besides narrowing unethical behavior within the organization. The benefits can range from greater job satisfaction, greater commitment to a lower turnover intention and so on (Schwepker, 2001). Ethical climate was conceptualized into three main classes: egoism, benevolence and principled. Within each class, there are three loci of analysis: individual, local and cosmopolitan.

As previously mentioned, no research has been conducted on the effects of ethical climate in North Cyprus hospitality sector, this present study aimed to test the effect of benevolent and principled part of ethical climate on job satisfaction and turnover intention through organizational justice in TRNC's hospitality sector.

This study's sample included employees from 18 firms that included hotels, restaurants and coffee shops in TRNC. Volunteer employees participated from 8 Hotels with different star ratings (3, 4 and 5 stars), 6 Restaurants and 4 Coffee-shops (each of them located in different cities of TRNC i.e. Gazimagusa, Iskele, Lefkosa and Girne). The questionnaires had to be distributed through human resource managers. Out of 200 distributed questionnaires, 168 were returned and of this amount only 145 questionnaires were found usable for coding and analysis.

In order to test the hypothesized model, partial least squares (PLS) analysis with Smart PLS 3.0 software was carried out (Chin 1998; Lohmoeller 1988). Being exploratory in nature, small sample size requirements (Chin, 2010) and more conservative estimates of the individual path coefficients (Bagozzi and Yi, 1988; Chin 1998; Hulland 1999) made PLS approach an appropriate method to use.

Exploratory factor analysis was conducted to verify the measures' overall factor structure, reliability and validity. Only the items of the research variables that loaded on its proper factor exceeding the threshold of 0.5 was kept. At this stage, two items of the Job satisfaction (EJS1 and EJS5), 5 items from principled climate and 3 from benevolent climate were removed.

In order to test the convergent validity, AVE (Average Variance Extracted) was calculated (Chin, 2010). All of the study's Factors AVE exceeded a critical value of 0.50 suggested by Fornell and Larcker (1981). For checking discriminant validity of the measures, Fornell-Larcker criterion was used and the result revealed that there was a satisfactory discriminant validity for all of the model's factors. Using Cronbach's alpha (CA) and composite reliability (CR) the reliability of the survey scale was assessed and confirmed.

Pearson correlation coefficient analysis was applied in order to test the existence of correlations between study's variables and was confirmed that significant relationship exists between them at (0.01) level. Accordingly, general Benevolent-climate and general Principled-climate have positive relationship with organizational justice and job satisfaction; and are negatively associated with Turnover intention. It means that an increase in General benevolent climate or in general principled climate

would lead to an increase in organizational justice and job satisfaction while reducing turnover intention. In other words, it is expected that the higher the general benevolent or principled climate, the higher the organizational justice and job satisfaction and the lower the turnover intention. These findings agree with previous researches (Deshpande, 1996; Victor and Cullen, 1987, 1988; Schwepker, 2001; Wood, 1994; Lopez et al., 2009; DeConinck, 2011; Stewart et al., 2011; Mulki et al., 2008; Ambrose et al., 2008; Sims & Keon, 1997; Luria & Yagil, 2008; Cullen et al., 1989).

Outcomes of testing the theoretical model using Smart-PLS with a hierarchical insight indicated that there's also a positive significant relationship between organizational justice and job satisfaction; and a negative correlation between organizational justice and turnover intention. This result is similar to past researches like: Dittrich and Carrell (1979); Alexander and Ruderman (1987); Greenberg (1987); Fields et al. (2000); and Nadiri and Tanova (2010). Using Baron and Kenny's (1986) pattern and testing with the aid of smart PLS, it showed that job satisfaction can play a mediating role in the former relationship. In other words, organizational justice affects the turnover intention by influencing job satisfaction. This study's results also revealed that organizational justice and job satisfaction can play a mediating role in the relationship between ethical climate (benevolent and principled climate) and turnover intention. In other words, general benevolent and principled climate can decrease turnover intention through influencing and increasing organizational justice and job satisfaction. This means that an increase in general benevolent or general principled climate makes organizational justice increase which leads to an increase in job satisfaction following a fall in turnover intention. Thus, by increasing the ethical climates of benevolence and principled, we can manage to

increase job satisfaction and decrease turnover intention of employees. It should also be noted that current study's result revealed that while job satisfaction plays a full mediating role in the relationship between general principled climate and turnover intention, it has a partial mediating role in the relationship between general benevolent climate and turnover intention.

In conclusion, we can say that managers can influence and recover employee's job satisfaction and force a decline in the rate of turnover intention by reviewing and improving ethical climate of their hotels, restaurants or coffee-shops. This can help them improve the organizational justice of their firm as well which could again have an influence on their employees' job satisfaction and turnover intention rate.

6.2 Managerial Implications

Based on the results obtained from the study, there are some implications for hospitality sector managers which helps to promote work satisfaction and to reduce turnover intention among their employees.

The associations between organizational justice and job satisfaction; and job satisfaction and turnover intention, have been studied widely. Our research findings provided additional support for these relationships, chiefly in the hospitality sector, and proposed that ethical climate (in this case general principled and general benevolent climates) is an additional momentous variable that has a direct or indirect influence on these key job outcomes. Formerly Elçi & Alpkan (2009) also had indicated that developing, applying, and exhorting a suitable ethical climate could be considered as a must for improving work satisfaction in organizations and would have both economic and managerial benefits. Consequently, managers who want to

foster greater job satisfaction and reduce turnover intention among their hotels' or restaurants' employees should take actions to ensure a greater benevolent or principled climate or both.

Therefore, managers should, first of all, create organizational goals and rules considering professional codes and laws to foster the principled climate, and then promote friendship and team-work spirit (benevolent individual and local climate); and conscience for social responsibilities (benevolent cosmopolitan climate) among their employees.

Managers also could strengthen or change their organization's ethical climate by revising and developing the existing formal corporate codes of ethics, training employees for ethical decision making and team works, monitoring the process and changing them in a way to harmonize the intended ethical climate. All these methods could be applied by the top managers solely or with the help of external consultants (Cullen et al., 1989).

As the research results revealed, when all the variables were entered to the model, turnover intention was directly and indirectly affected by general benevolent climate, while it was affected indirectly by the general principled climate. This can be a sign for the managers in the hospitality sector that fostering benevolent climate can be more effective than fostering principled climate in the reduction of turnover intention. They also have to pay attention to the point that organizing a benevolent climate needs a formal as well as informal infrastructure to promote a profound ethical behavior in employees (Weaver et al. 1999).

6.3 Limitations and Recommendations for Future Studies

Like many other studies, this study is not without limitations. First of all, most research data collected utilizing self-report measures may be affected by social desirability and response bias, this study's data is not an exception. Although, I hoped that anonymity would reduce the social desirability response (Randall and Fernandes, 1991), but since the data collection process was done through the human resource manager of the hotels and branch managers of restaurants and due to their policies, there was fear that anonymity couldn't help much.

Secondly, in this study only 8 hotels with different star ratings, 10 restaurants and cafés in north Cyprus were investigated and with few participants in each of them making up a small sample size. Therefore, there is a limitation in the generalizability of the findings. With a much bigger sample size the possibility of generalizing the findings would be augmented and the research findings would be more reliable and predictable.

Thirdly, there were some limitations regarding the variables i.e. only general benevolent and general principled ethical climate were adopted without considering their loci of analysis. Future research can be conducted considering all ethical climate loci of analysis as well as their major classes. This study utilized organizational justice as one concept, its other components i.e. distributive justice, procedural justice and interactional justice could be used in future research for better view of the effect of ethical climate on each of the component of organizational justice and their influence on turnover intention and job satisfaction. Future research

could also add some other variables like commitment and organizational citizenship behavior (OCB) to expand the links between these variables.

Finally, the employees of different units in the hotels or restaurants were not evaluated separately and there wasn't any question about their levels at work.

REFERENCES

- Abraham, R. (1999). The relationship between differential inequity, job satisfaction, intention to turnover, and self-esteem. *The Journal of psychology, 133*(2), 205-215.
- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology, 2*, 267-299.
- Agarwal, J., & Malloy, D. C. (1999). Ethical work climate dimensions in a not-for-profit organization: An empirical study. *Journal of Business Ethics, 20*(1), 1-14.
- Ahmed, B., Shad, I., Mumtaz, R., & Tanveer, Z. (2012). Organizational ethics and job satisfaction: Evidence from Pakistan. *African Journal of Business Management, 6*(8), 2966.
- Ajzen, I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical research. *Psychological bulletin, 84*(5), 888.
- Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social justice research, 1*(2), 177-198.
- Ambrose, M. L., Arnaud, A., & Schminke, M. (2008). Individual moral development and ethical climate: The influence of person–organization fit on job attitudes. *Journal of Business Ethics, 77*(3), 323-333.

- Aquino, K. (1995). Relationships among pay inequity, perceptions of procedural justice, and organizational citizenship. *Employee Responsibilities and Rights Journal*, 8(1), 21-33.
- Babin, B. J., Boles, J. S., & Robin, D. P. (2000). Representing the perceived ethical work climate among marketing employees. *Journal of the Academy of Marketing Science*, 28(3), 345-358.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Barling, J., & Phillips, M. (1993). Interactional, formal, and distributive justice in the workplace: An exploratory study. *Journal of Psychology*, 127(6), 649-656.
- Barnett, T., & Vaicys, C. (2000). The moderating effect of individuals' perceptions of ethical work climate on ethical judgments and behavioral intentions. *Journal of Business Ethics*, 27(4), 351-362.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. *Research on negotiation in organizations*, 1(1), 43-55.

- Bies, R. J., & Shapiro, D. L. (1987). Interactional fairness judgments: The influence of causal accounts. *Social Justice Research*, 1(2), 199-218.
- Blome, C., & Paulraj, A. (2012). Configuration of supply chain integration and sustainable production: A profile deviation analysis. *In 23rd Annual Conference of the Production and Operations Management Society*.
- Bluedorn, A. C. (1982). A unified model of turnover from organizations. *Human relations*, 35(2), 135-153.
- Brashear, Manolis & Brooks, 2005 Burney, L. L., Henle, C. A., & Widener, S. K. (2009). A path model examining the relations among strategic performance measurement system characteristics, organizational justice, and extra-and in-role performance. *Accounting, organizations and society*, 34(3), 305-321.
- Brashear, T. G., Manolis, C., & Brooks, C. M. (2005). The effects of control, trust, and justice on salesperson turnover. *Journal of Business Research*, 58(3), 241-249.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), 117-134.
- Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of applied psychology*, 81(4), 358.

- Byrne, Z. S., & Cropanzano, R. (2001). The history of organizational justice: The founders speak. *Justice in the workplace: From theory to practice*, 2, 3-26.
- Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. *Journal of Managerial Psychology*, 18(7), 649-679.
- Chak Keung Wong, S. (1998). Staff job-related ethics of hotel employees in Hong Kong. *International Journal of Contemporary Hospitality Management*, 10(3), 107-115.
- Cheng, P. Y., Yang, J. T., Wan, C. S., & Chu, M. C. (2013). Ethical contexts and employee job responses in the hotel industry: The roles of work values and perceived organizational support. *International Journal of Hospitality Management*, 34, 108-115.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Chin, W. W. (2010). How to write up and report PLS analyses. In *Handbook of partial least squares* (pp. 655-690). Springer Berlin Heidelberg.
- Chory, R. M., & Kingsley Westerman, C. Y. (2009). Feedback and fairness: The relationship between negative performance feedback and organizational justice. *Western Journal of Communication*, 73(2), 157-181.

- Churchill Jr, G. A., Ford, N. M., & Walker Jr, O. C. (1976). Organizational climate and job satisfaction in the salesforce. *Journal of Marketing Research*, 323-332.
- Chye Koh, H., & Boo, E. F. H. (2004). Organisational ethics and employee satisfaction and commitment. *Management Decision*, 42(5), 677-693.
- Cole, L. L., Grubb, P. L., Sauter, S. L., Swanson, N. G., & Lawless, P. (1997). Psychosocial correlates of harassment, threats and fear of violence in the workplace. *Scandinavian journal of work, environment & health*, 450-457.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425.
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of management Review*, 11(1), 55-70.
- Cropanzano, R., & Stein, J. H. (2009). Organizational justice and behavioral ethics: Promises and prospects. *Business Ethics Quarterly*, 19(02), 193-233.
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. *International review of industrial and organizational psychology*, 12, 317-372.

- Cullen, J. B., Parboteeah, K. P., & Victor, B. (2003). The effects of ethical climates on organizational commitment: A two-study analysis. *Journal of Business Ethics*, 46(2), 127-141.
- Cullen, J. B., Victor, B., & Bronson, J. W. (1993). The ethical climate questionnaire: An assessment of its development and validity. *Psychological reports*, 73(2), 667-674.
- Cullen, J. B., Victor, B., & Stephens, C. (1989). An ethical weather report: Assessing the organization's ethical climate. *Organizational dynamics*, 18(2), 50-62.
- Curry, J. P., Wakefield, D. S., Price, J. L., & Mueller, C. W. (1986). On the causal ordering of job satisfaction and organizational commitment. *Academy of Management Journal*, 29(4), 847-858.
- DeConinck, J. B. (2010). The influence of ethical climate on marketing employees' job attitudes and behaviors. *Journal of Business Research*, 63(4), 384-391.
- DeConinck, J. B. (2011). The effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople. *Journal of Business Research*, 64(6), 617-624.
- DeConinck, J. B., & Johnson, J. T. (2009). The effects of perceived supervisor support, perceived organizational support, and organizational justice on

turnover among salespeople. *Journal of Personal Selling & Sales Management*, 29(4), 333-350.

DeConinck, J. B., & Stilwell, C. D. (2004). Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*, 57(3), 225-231.

DeCotiis, T. A., & Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Human relations*, 40(7), 445-470.

Deery, M. A., & Iverson, R. D. (1996). Enhancing productivity: intervention strategies for employee turnover. *Productivity management in hospitality and tourism*, 68-95.

Deshpande, S. P. (1996). The impact of ethical climate types on facets of job satisfaction: An empirical investigation. *Journal of Business Ethics*, 15(6), 655-660.

Deutsch, M. (1975). Equity, equality, and need: What determines which value will be used as the basis of distributive justice?. *Journal of Social issues*, 31(3), 137-149.

Dickson, M. W., Smith, D. B., Grojean, M. W., & Ehrhart, M. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *The Leadership Quarterly*, 12(2), 197-217.

- Dittrich, J. E., & Carrell, M. R. (1979). Organizational equity perceptions, employee job satisfaction, and departmental absence and turnover rates. *Organizational behavior and human performance*, 24(1), 29-40.
- Downey, H. K., Hellriegel, D., Phelps, M., & Slocum, J. W. (1974). Organizational climate and job satisfaction: A comparative analysis. *Journal of Business Research*, 2(3), 233-248.
- Edward, P. K., & Scullion, H. (1982). The social organization of industrial conflict: Control and resistance in the workplace. *Oxford: Basil Blackwell*, 8, 265-277.
- Elçi, M., & Alpkın, L. (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethics*, 84(3), 297-311.
- Fernandes, C., & Awamleh, R. (2006). Impact of organisational justice in an expatriate work environment. *Management research news*, 29(11), 701-712.
- Ferrell, O. C., & Gresham, L. G. (1985). A contingency framework for understanding ethical decision making in marketing. *The Journal of Marketing*, 87-96.
- Ferrell, O. C., & Skinner, S. J. (1988). Ethical behavior and bureaucratic structure in marketing research organizations. *Journal of Marketing Research*, 103-109.

- Festinger, L. (1957). Cognitive dissonance theory. 1989) *Primary Prevention of HIV/AIDS: Psychological Approaches*. Newbury Park, California, Sage Publications.
- Folger, R. (1977). Distributive and procedural justice: Combined impact of voice and improvement on experienced inequity. *Journal of personality and social psychology*, 35(2), 108.
- Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management journal*, 32(1), 115-130.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Friedlander, F., & Margulies, N. (1969). Multiple impacts of organizational climate and individual value systems upon job satisfaction. *Personnel psychology*, 22(2), 171-183.
- Fritz, J. M. H., Arnett, R. C., & Conkel, M. (1999). Organizational ethical standards and organizational commitment. *Journal of Business Ethics*, 20(4), 289-299.
- Fritzsche, D. J. (2000). Ethical climates and the ethical dimension of decision making. *Journal of Business Ethics*, 24(2), 125-140.

- Goldman, A., & Tabak, N. (2010). Perception of ethical climate and its relationship to nurses' demographic characteristics and job satisfaction. *Nursing Ethics*, 17(2), 233-246.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, 16(2), 399-432.
- Greenberg, J., & Baron, R. A. (2003). Behavior in organizations: Understanding and managing the human side of work. *Pearson College Division*.
- Greenberg, J., & Cropanzano, R. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. *Justice in the workplace: Approaching fairness in human resource management*, Lawrence Erlbaum Associates, Hillsdale, NJ.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.
- Guion, R. M., & Elbert, A. J. (1973). Factor analyses of work-relevant need statements in two populations. *Multivariate Behavioral Research*, 8(1), 41-62.

- Hackett, R. D., & Guion, R. M. (1985). A reevaluation of the absenteeism-job satisfaction relationship. *Organizational behavior and human decision processes*, 35(3), 340-381.
- Haji Hasin, H., & Haji Omar, N. (2007). An empirical study on job satisfaction, job-related stress and intention to leave among audit staff in public accounting firms in Melaka. *Journal of Financial Reporting and Accounting*, 5(1), 21-39.
- Harrell, A., Chewning, E., & Taylor, M. (1986). ORGANIZATIONAL PROFESSIONAL CONFLICT AND THE JOB-SATISFACTION AND TURNOVER INTENTIONS OF INTERNAL AUDITORS. *AUDITING-A JOURNAL OF PRACTICE & THEORY*, 5(2), 109-121.
- Hemdi, M. A., & Nasurdin, A. M. (2007). Investigating the influence of organizational justice on hotel employees' organizational citizenship behavior intentions and turnover intentions. *Journal of Human Resources in Hospitality & Tourism*, 7(1), 1-23.
- Hendrix, W. H., Robbins, T., Miller, J., & Summers, T. P. (1998). Effects of procedural and distributive justice on factors predictive of turnover. *Journal of Social Behavior and Personality*, 13(4), 611.
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In *Handbook of partial least squares* (pp. 713-735). Springer Berlin Heidelberg.

- Herzberg, F. (1986). One more time: How do you motivate employees. *New York: The Leader Manager*, 433-448.
- Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover*. South-Western Pub.
- Huimin, G., & Ryan, C. (2011). Ethics and corporate social responsibility—An analysis of the views of Chinese hotel managers. *International Journal of Hospitality Management*, 30(4), 875-885.
- Hulland, J., & Richard Ivey School of Business. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Hunt, S. D., Wood, V. R., & Chonko, L. B. (1989). Corporate ethical values and organizational commitment in marketing. *The Journal of Marketing*, 79-90.
- James, L. R., & Jones, A. P. (1974). Organizational climate: A review of theory and research. *Psychological bulletin*, 81(12), 1096.
- Jaramillo, F., Mulki, J. P., & Solomon, P. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling & Sales Management*, 26(3), 271-282.
- Jenkins, J. M. (1993). Self-monitoring and turnover: The impact of personality on intent to leave. *Journal of Organizational Behavior*, 14(1), 83-91.

- Johnson, G. H. (1955). An Instrument for the Measurement of Job Satisfaction1. *Personnel Psychology*, 8(1), 27-37.
- Johnson, J. J., & McIntye, C. L. (1998). Organizational culture and climate correlates of job satisfaction. *Psychological Reports*.
- Joseph, J., & Deshpande, S. P. (1997). The impact of ethical climate on job satisfaction of nurses. *Health care management review*, 22(1), 76-81.
- Kazcka, E., & Kirk, R. (1968). Managerial Climate, Work Groups and Organisational Per-formance'. *Administrative Science Quarterly*, 12, 252-271.
- Kalbers, L. P., & Cenker, W. J. (2007). Organizational commitment and auditors in public accounting. *Managerial Auditing Journal*, 22(4), 354-375.
- Kamalian, A. R., Yaghoubi, N. M., & Moloudi, J. (2010). Survey of relationship between organizational justice and empowerment (A case study). *European Journal of Economics, Finance and Administrative Sciences*, 24(2), 165-171.
- Keung, S. W. C. (2000). Tourists' perceptions of hotel frontline employees' questionable job-related behaviour. *Tourism Management*, 21(2), 121-134.
- Kidwell, R. E., Kellermanns, F. W., & Eddleston, K. A. (2012). Harmony, justice, confusion, and conflict in family firms: Implications for ethical climate and the "fredo effect". *Journal of business ethics*, 106(4), 503-517.

Knani, M. (2014). Ethics in the hospitality industry: Review and research agenda. *International Journal of Business and Management*, 9(3), 1.

Koh, H. C., & El'Fred, H. Y. (2001). The link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, 29(4), 309-324.

Kontoghiorghes, C., & Bryant, N. (2004). Exploring employee commitment in a service organization in the health care insurance industry. *Organization Development Journal*, 22(3), 59.

Koo Moon, H., & Kwon Choi, B. (2014). How an organization's ethical climate contributes to customer satisfaction and financial performance: Perceived organizational innovation perspective. *European Journal of Innovation Management*, 17(1), 85-106.

Krausz, M., Koslowsky, M., Shalom, N., & Elyakim, N. (1995). Predictors of intentions to leave the ward, the hospital, and the nursing profession: A longitudinal study. *Journal of Organizational Behavior*, 16(3), 277-288.

Krings, F., & Facchin, S. (2009). Organizational justice and men's likelihood to sexually harass: The moderating role of sexism and personality. *Journal of Applied Psychology*, 94(2), 501.

- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233-250.
- Leventhal, G. S. (1976). The distribution of rewards and resources in groups and organizations. *Advances in experimental social psychology*, 9, 91-131.
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created "social climates". *The Journal of social psychology*, 10(2), 269-299.
- Lind, E. A., & Tyler, T. R. (1988). The social psychology of procedural justice. *Springer Science & Business Media*.
- Lipponen, J., Olkkonen, M. E., & Moilanen, M. (2004). Perceived procedural justice and employee responses to an organizational merger. *European Journal of Work and Organizational Psychology*, 13(3), 391-413.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*, 1, 1297-1343.
- Lohmoller, J. B. (1988). The PLS program system: Latent variables path analysis with partial least squares estimation. *Multivariate Behavioral Research*, 23(1), 125-127.

- Lopez, T. B., Babin, B. J., & Chung, C. (2009). Perceptions of ethical work climate and person–organization fit among retail employees in Japan and the US: A cross-cultural scale validation. *Journal of Business Research*, 62(6), 594-600.
- Lucas, G. H., Babakus, E., & Ingram, T. N. (1990). An empirical test of the job satisfaction-turnover relationship: Assessing the role of job performance for retail managers. *Journal of the Academy of Marketing Science*, 18(3), 199-208.
- Luria, G., & Yagil, D. (2008). Procedural justice, ethical climate and service outcomes in restaurants. *International Journal of Hospitality Management*, 27(2), 276-283.
- Manley, H. (1996). Hospitality head hunting. *Australian Hotelier April*, 8-11.
- Martínez-Tur, V., Peiro', J.M., Ramos, J.y., Moliner, C., 2006. Justice perceptions as predictors of customer satisfaction: the impact of distributive, procedural, and interactional justice. *Journal of Applied Social Psychology* 36 (1), 100–119.
- Martin, C. L., & Bennett, N. (1996). The role of justice judgments in explaining the relationship between job satisfaction and organizational commitment. *Group & Organization Management*, 21(1), 84-104.
- Martin, K. D., & Cullen, J. B. (2006). Continuities and extensions of ethical climate theory: A meta-analytic review. *Journal of Business Ethics*, 69(2), 175-194.

- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43(4), 738-748.
- McFarlin, D. B., & Sweeney, P. D. (1992). Research notes. Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of management Journal*, 35(3), 626-637.
- Meyer, J. P., & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), 237.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of applied psychology*, 76(6), 845.
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management journal*, 41(3), 351-357.

- Mowday, R. T., Porter, L. W., & Steers, R. (1982). *Organizational linkage: the psychology of commitment, absenteeism and turnover*. New York, NY: Academic Press.
- NHS Information centre (2008). *Statistics/Data Collections Prescriptions*, available from [www. ic. nhs. uk](http://www.ic.nhs.uk). Accessed, 10(3), 2008.
- Muchinsky, P. M. (2000). Emotions in the workplace: The neglect of organizational behavior. *Journal of Organizational Behavior*.
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(1), 19-26.
- Mulki, J. P., Jaramillo, J. F., & Locander, W. B. (2008). Effect of ethical climate on turnover intention: Linking attitudinal-and stress theory. *Journal of Business Ethics*, 78(4), 559-574.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33-41.
- Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *The Journal of Marketing*, 85-98.

- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.
- Omar, N., & Ahmad, Z. (2014). The Relationship among Ethical Climate, Job Satisfaction, Organizational Commitment, and External Auditor's Turnover Intention. *Journal of Modern Accounting and Auditing*, 10(2), 164-181.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- Oshagbemi, T. (2000). Gender differences in the job satisfaction of university teachers. *Women in Management review*, 15(7), 331-343.
- Ostroff, C. (1993). The effects of climate and personal influences on individual behavior and attitudes in organizations. *Organizational Behavior and Human Decision Processes*, 56(1), 56-90.
- Parboteeah, K. P., & Kapp, E. A. (2008). Ethical climates and workplace safety behaviors: An empirical investigation. *Journal of Business Ethics*, 80(3), 515-529.
- Parboteeah, K. P., Cullen, J. B., Victor, B., & Sakano, T. (2005). National culture and ethical climates: A comparison of US and Japanese accounting firms. *MIR: Management International Review*, 459-481.

- Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., & Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: a meta-analytic review. *Journal of organizational behavior*, 24(4), 389-416.
- Parker, R. J., & Kohlmeyer, J. M. (2005). Organizational justice and turnover in public accounting firms: A research note. *Accounting, Organizations and Society*, 30(4), 357-369.
- Payne, D., & Dimanche, F. (1996). Towards a code of conduct for the tourism industry: An ethics model. *Journal of Business Ethics*, 15(9), 997-1007.
- Pierce, L. L., Hazel, C. M., & Mion, L. C. (1996). Effect of a professional practice model on autonomy, job satisfaction and turnover. *Nursing Management*, 27(2), 48M-48T.
- Pizam, A., & Thornburg, S. W. (2000). Absenteeism and voluntary turnover in Central Florida hotels: a pilot study. *International Journal of Hospitality Management*, 19(2), 211-217.
- Podsakoff, P. M. (1982). Determinants of a supervisor's use of rewards and punishments: A literature review and suggestions for further research. *Organizational Behavior and Human Performance*, 29(1), 58-83.

- Ponnu, C. H., & Chuah, C. C. (2010). Organizational commitment, organizational justice and employee turnover in Malaysia. *African Journal of Business Management*, 4(13), 2676.
- Powell, S. M., Davies, M. A., & Norton, D. (2013). Impact of organizational climate on ethical empowerment and engagement with Corporate Social Responsibility (CSR). *Journal of Brand Management*, 20(9), 815-839.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of manpower*, 22(7), 600-624.
- Price, J. L., & Mueller, C. W. (1981). Professional turnover: the case of nurses. *Health systems management*, 15, 1.
- Price, J. L., & Mueller, C. W. (1986). Distributive justice. *Handbook of organizational measurement*, 122-127.
- Pritchard, R. D., & Karasick, B. W. (1973). The effects of organizational climate on managerial job performance and job satisfaction. *Organizational behavior and human performance*, 9(1), 126-146.
- Randall, D. M., & Fernandes, M. F. (1991). The social desirability response bias in ethics research. *Journal of Business Ethics*, 10(11), 805-817.

- Rawls, J. (1971). <http://www.bookstore.org/id1971>, 'A Theory of Justice'. Subseries of Lecture Notes in Computer Science Edited by JG Carbonell and J. Siekmann, 468.
- Ringle, C. M., Wende, S., and Becker, J.-M. (2015). "SmartPLS 3." Boenningstedt: SmartPLS GmbH, <http://www.smartpls.com>.
- Robbins, S.P., 2001. *Organizational Behavior*. Prentice-Hall, Upper Saddle River, NJ.
- Roberts, J. A., Coulson, K. R., & Chonko, L. B. (1999). Salesperson perceptions of equity and justice and their impact on organizational commitment and intent to turnover. *Journal of Marketing Theory and Practice*, 7(1), 1-16.
- Ross, W. T., & Robertson, D. C. (2000). Lying: The impact of decision context. *Business Ethics Quarterly*, 10(02), 409-440.
- Ruppel, C. P., & Harrington, S. J. (2000). The relationship of communication, ethical work climate, and trust to commitment and innovation. *Journal of business Ethics*, 25(4), 313-328.
- Samad, S. (2006a). Predicting turnover intentions: The case of Malaysian government doctors. *Journal of American Academy of Business*, 8(2), 113-119.

- Samad, S. (2006b). The contribution of demographic variables: job characteristics and job satisfaction on turnover intentions. *Journal of International Management Studies*, 1(1).
- Schneider, B. (1972). Organizational climate: Individual preferences and organizational realities. *Journal of Applied Psychology*, 56(3), 211.
- Schneider, B. (1975). Organizational climates: An essay. *Personnel Psychology*, 28(4), 447-479.
- Schneider, B. (1981). *Work Climates. An Interactionist Perspective* (No. RR-81-2). Michigan State Univ. East Lansing Dept. of Psychology.
- Schneider, B., & Reichers, A. E. (1983). On the etiology of climates. *Personnel psychology*.
- Schneider, B., & Snyder, R. A. (1975). Some relationships between job satisfaction and organization climate. *Journal of applied psychology*, 60(3), 318.
- Schwepker, C. H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce. *Journal of business research*, 54(1), 39-52.
- Schwepker, C. H., & Hartline, M. D. (2005). Managing the ethical climate of customer-contact service employees. *Journal of Service Research*, 7(4), 377-397.

- Simha, A., & Cullen, J. B. (2012). Ethical climates and their effects on organizational outcomes: Implications from the past and prophecies for the future. *The Academy of Management Perspectives*, 26(4), 20-34.
- Sims, R. L., & Keon, T. L. (1997). Ethical work climate as a factor in the development of person-organization fit. *Journal of Business Ethics*, 16(11), 1095-1105.
- Sims, R. L., & Kroeck, K. G. (1994). The influence of ethical fit on employee satisfaction, commitment and turnover. *Journal of Business Ethics*, 13(12), 939-947.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of applied Psychology*, 82(3), 434.
- Sosik, J. J., Kahai, S. S., & Piovoso, M. J. (2009). Silver bullet or voodoo statistics? A primer for using the partial least squares data analytic technique in group and organization research. *Group & Organization Management*, 34(1), 5-36.
- Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69(4), 673.
- Stewart, R., Volpone, S. D., Avery, D. R., & McKay, P. (2011). You support diversity, but are you ethical? Examining the interactive effects of diversity

and ethical climate perceptions on turnover intentions. *Journal of business ethics*, 100(4), 581-593.

Swift, C. O., & Campbell, C. (1998). Psychological climate: relevance for sales managers and impact on consequent job satisfaction. *Journal of Marketing Theory and Practice*, 6(1), 27-37.

Tanova, C., & Holtom, B. C. (2008). Using job embeddedness factors to explain voluntary turnover in four European countries. *The International Journal of Human Resource Management*, 19(9), 1553-1568.

Tata, J., & Bowes-Sperry, L. (1996). Emphasis on distributive, procedural, and interactional justice: Differential perceptions of men and women. *Psychological Reports*, 79(3 suppl.), 1327-1330.

Testa, M. R. (2001). Organizational commitment, job satisfaction, and effort in the service environment. *The Journal of Psychology*, 135(2), 226-236.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293.

Thibaut, J. W., & Walker, L. (1975). Procedural justice: A psychological analysis. *L. Erlbaum Associates*.

- Treviño, L. K., & Weaver, G. R. (2001). Organizational Justice and Ethics Program Tollow-Through': Influences on Employees' Harmful and Helpful Behavior. *Business Ethics Quarterly*, 11(04), 651-671.
- Trevino, L. K., & Youngblood, S. A. (1990). Bad apples in bad barrels: A causal analysis of ethical decision-making behavior. *Journal of Applied psychology*, 75(4), 378.
- Treviño, L. K., Butterfield, K. D., & McCabe, D. L. (1998). The ethical context in organizations: Influences on employee attitudes and behaviors. *Business Ethics Quarterly*, 8(03), 447-476.
- Tsai, M. T., & Huang, C. C. (2008). The relationship among ethical climate types, facets of job satisfaction, and the three components of organizational commitment: A study of nurses in Taiwan. *Journal of Business Ethics*, 80(3), 565-581.
- Tyler, T. R. (1994). Psychological models of the justice motive: Antecedents of distributive and procedural justice. *Journal of personality and social psychology*, 67(5), 850.
- Tyler, T. R., & Bies, R. J. (1990). Beyond formal procedures: The interpersonal context of procedural justice. *Applied social psychology and organizational settings*, 77, 98.

- Tziner, A., Felea, M., & Vasiliu, C. (2015). Relating ethical climate, organizational justice perceptions, and leader-member exchange (LMX) in Romanian organizations. *Revista de Psicología del Trabajo y de las Organizaciones*, 31(1), 51-57.
- Upchurch, R. S. (1998). A conceptual foundation for ethical decision making: A stakeholder perspective in the lodging industry (USA). *Journal of Business Ethics*, 17(12), 1349-1361.
- Upchurch, R. S. (1998). Ethics in the hospitality industry: An applied model. *International Journal of Contemporary Hospitality Management*, 10(6), 227-233.
- Upchurch, R. S., & Ruhland, S. K. (1995). An analysis of ethical work climate and leadership relationship in lodging operations. *Journal of Travel Research*, 34(2), 36-42.
- Valentine, S., & Barnett, T. (2003). Ethics code awareness, perceived ethical values, and organizational commitment. *Journal of personal selling & Sales Management*, 23(4), 359-367.
- Valentine, S., Greller, M. M., & Richtermeyer, S. B. (2006). Employee job response as a function of ethical context and perceived organization support. *Journal of Business Research*, 59(5), 582-588.

- Verbeke, W., Ouwerkerk, C., & Peelen, E. (1996). Exploring the contextual and individual factors on ethical decision making of salespeople. *Journal of Business Ethics*, 15(11), 1175-1187.
- Victor, B., & Cullen, J. B. (1987). A theory and measure of ethical climate in organizations. *Research in corporate social performance and policy*, 9(1), 51-71.
- Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly*, 101-125.
- Viswesvaran, C., Deshpande, S. P., & Joseph, J. (1998). Job satisfaction as a function of top management support for ethical behavior: A study of Indian managers. *Journal of Business Ethics*, 17(4), 365-371.
- Vitell, S. J., & Davis, D. L. (1990). The relationship between ethics and job satisfaction: An empirical investigation. *Journal of Business Ethics*, 9(6), 489-494.
- Walker Jr, O. C., Churchill Jr, G. A., & Ford, N. M. (1977). Motivation and performance in industrial selling: present knowledge and needed research. *Journal of Marketing Research*, 156-168.
- Wang, Y. D., & Hsieh, H. H. (2012). Toward a better understanding of the link between ethical climate and job satisfaction: A multilevel analysis. *Journal of Business Ethics*, 105(4), 535-545.

- Weaver, G. R., Trevino, L. K., & Cochran, P. L. (1999). Integrated and decoupled corporate social performance: Management commitments, external pressures, and corporate ethics practices. *Academy of Management Journal*, 42(5), 539-552.
- Weeks, W. A., Loe, T. W., Chonko, L. B., & Wakefield, K. (2004). The effect of perceived ethical climate on the search for sales force excellence. *Journal of personal selling & sales management*, 24(3), 199-214.
- Weeks, W. A., Loe, T. W., Chonko, L. B., Martinez, C. R., & Wakefield, K. (2006). Cognitive moral development and the impact of perceived organizational ethical climate on the search for sales force excellence: A cross-cultural study. *Journal of personal selling & sales management*, 26(2), 205-217.
- Williams, S. (1999). The effects of distributive and procedural justice on performance. *The Journal of Psychology*, 133(2), 183-193.
- Wimbush, J. C., & Shepard, J. M. (1994). Toward an understanding of ethical climate: Its relationship to ethical behavior and supervisory influence. *Journal of Business ethics*, 13(8), 637-647.
- Wimbush, J. C., Shepard, J. M., & Markham, S. E. (1997). An empirical examination of the relationship between ethical climate and ethical behavior from multiple levels of analysis. *Journal of Business Ethics*, 16(16), 1705-1716.

Wood, R. C. (1997). Personnel management, labour turnover and the role of trade unions. *Working in Hotels and Catering, International Thompson Business Press, Oxford.*

Woodbine, G. F. (2006). Ethical climate types and job satisfaction: study of Chinese financial institutions. *International Review of Business Research Papers*, 2(1), 86-99.

Woodman, R. W., & King, D. C. (1978). Organizational climate: Science or folklore? *Academy of Management Review*, 3(4), 816-826.

Wu, X. (1999). Business ethical perceptions of business people in East China: an empirical study. *Business Ethics Quarterly*, 9(03), 541-558.

Yang, J. T. (2010). Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*, 29(4), 609-619.

APPENDIX

Appendix A: QUESTIONNAIRE

Dear participants,

Please take a few minutes to answer this survey. The aim of the survey is to study the impact of employee empowerment, organizational justice and ethical climate on employees JOB SATISFACTION and TURNOVER INTENTIONS. The work is carried out by an Eastern Mediterranean University student who received education in the Department of Business and will be used only for academic research. I can assure you that all the answers will be kept confidential. The survey data will be included in summarized format and the individual answers will not be disclosed to any institution or person concerned.

Demographic questions:

What is your Age?

What is your Gender?

Male (1)

Female (2)

Marital status:

Single (1)

Married (2)

What is your Nationality?

TRNC (1)

Turkish (2)

Other (3)

What is your Education level?

Secondary (1)
(2)

High school graduate, diploma (3)

Vocational/ Technical school (2yaers) (5)

Some high school, no diploma

some College (4)

Professional degree (6)

Bachelor's degree (7) post graduate (8) other (9)

Work experience (tenure):

How long have you worked in your current organization?

The purpose of following questions is to examine your perceptions about the *satisfaction you have relating your job and decision of leaving it*. Use the following scale to indicate the extent to which you agree or disagree with each statement.

	<u>JOB SATISFACTION</u>	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
EJS1	“Given the work I do, I feel that I am not paid fairly.”	1	2	3	4	5
EJS2	“I am relatively well rewarded financially for my work.”	1	2	3	4	5
EJS3	“I am satisfied with the amount of my pay for my current position.”	1	2	3	4	5
EJS4	“I am satisfied with my working conditions.”	1	2	3	4	5
EJS5	“The benefits (insurance, medical, etc.) provided by my company are not satisfactory.”	1	2	3	4	5
IJS1	“I feel a sense of pride and accomplishment as a result of the type of work I do.”	1	2	3	4	5
IJS2	“I very much like the type of work I am doing.”	1	2	3	4	5
IJS3	“My job performance improves from year to year.”	1	2	3	4	5
IJS4	“My job offers me a career path that I am pleased with.”	1	2	3	4	5

	<u><i>Turnover intentions</i></u>	Strongly Disagree	Moderately Disagree	Slightly disagree	Neither agree nor disagree	Slightly Agree	Moderately Agree	Strongly Agree
TI1	“Presently, I am actively searching for other jobs.”	1	2	3	4	5	6	7
TI2	“In the last few months, I have seriously thought about looking for a new job.”	1	2	3	4	5	6	7
TI3	“I intend to leave the firm in the near future.”	1	2	3	4	5	6	7

Instructions: The purpose of following questions is to examine your perceptions about *workplace equity*. In answering the following questions, *think about the day-to-day decisions made about worker responsibilities, schedules, rewards, and general treatment*. Use the following scale to indicate the extent to which you agree or disagree with each statement.

	<u><i>Procedural and interactional Justice</i></u>	Strongly Disagree	Moderately Disagree	Slightly disagree	Neither agree nor disagree	Slightly Agree	Moderately Agree	Strongly Agree
	“When decisions about <u>other employees</u> in general or <u>you</u> in particular are made in this company...”							
PJ1	“...requests for clarification and additional information are allowed.”	1	2	3	4	5	6	7
IJ1	“...you are treated with respect and dignity.”	1	2	3	4	5	6	7
IJ2	“...you are dealt with in a truthful manner.”	1	2	3	4	5	6	7
PJ2	“...all the sides affected by the decisions are represented.”	1	2	3	4	5	6	7

PJ3	"...the decisions are applied with consistency to the parties affected."	1	2	3	4	5	6	7
IJ3	"...you are offered adequate justification for the decisions."	1	2	3	4	5	6	7
PJ4	"...accurate information upon which the decisions are based is collected."	1	2	3	4	5	6	7
PJ5	"...complete information upon which the decisions are based is collected."	1	2	3	4	5	6	7
PJ6	"...opportunities are provided to appeal or challenge the decisions."	1	2	3	4	5	6	7
IJ4	"...you are treated with kindness and consideration."	1	2	3	4	5	6	7
IJ5	"...you are shown concern for your rights as an employee."	1	2	3	4	5	6	7
IJ6	"...you are helped to understand the reasons for the decision."	1	2	3	4	5	6	7

	<u>DISTRIBUTIVE JUSTICE</u>	Very Unfairly	Unfairly	Undecided	Fairly	Very Fairly
	"To what extent are you fairly rewarded..."					
DJ1	"Considering the responsibilities that you have."	1	2	3	4	5
DJ2	"Taking into account the amount of education and training that you have had."	1	2	3	4	5
DJ3	"In view of the amount of experience that you have."	1	2	3	4	5
DJ4	"For the amount of effort that you put forth."	1	2	3	4	5
DJ5	"For the work that you have done well."	1	2	3	4	5
DJ6	"For the stresses and strains of your job."	1	2	3	4	5

Instructions: In following page we would like to ask you some questions about the general climate in your company. Please answer the following in terms of how it really is in your company, not how you would prefer it to be. Please be as candid as possible, remember, all your responses will remain strictly anonymous. Use the following scale to indicate the extent to which you think each statement TRUE or FALSE.

	<u>ETHICAL CLIMATE</u>	Completely false	Mostly false	Somewhat false	Somewhat true	Mostly true	Completely true
EI	1. "In this company, people are mostly out for themselves."	0	1	2	3	4	5
EC	2. "The major responsibility for people in this company is to consider efficiency first."	0	1	2	3	4	5
PI	3. "In this company, people are expected to follow their own personal and moral beliefs."	0	1	2	3	4	5
EL	4. "People are expected to do anything to further the company's interests."	0	1	2	3	4	5
BI	5. "In this company, people look out for each other's good."	0	1	2	3	4	5
EI	6. "There is no room for one's own personal morals or ethics in this company."	0	1	2	3	4	5
PL	7. "It is very important to follow strictly the company's rules and procedures here."	0	1	2	3	4	5
EL	8. "Work is considered sub-standard only when it hurts the company's interests."	0	1	2	3	4	5
PI	9. "Each person in this company decides for himself what is right and wrong."	0	1	2	3	4	5
EI	10. "In this company, people protect their own interest above other considerations."	0	1	2	3	4	5
PI	11. "The most important consideration in this company is each person's sense of right and wrong."	0	1	2	3	4	5
BL	12. "The most important concern is the good of all the people in the company."	0	1	2	3	4	5
PC	13. "The first consideration is whether a decision violates any law."	0	1	2	3	4	5
PC	14. "People are expected to comply with the law and professional standards over and above other considerations."	0	1	2	3	4	5
PL	15. "Everyone is expected to stick by company rules and procedures."	0	1	2	3	4	5
BI	16. "In this company, our major concern is always what is best for the other person."	0	1	2	3	4	5
EL	17. "People are concerned with the company's interests—to the exclusion of all else."	0	1	2	3	4	5
PL	18. "Successful people in this company go by the book."	0	1	2	3	4	5
EC	19. "The most efficient way is always the right way, in this company."	0	1	2	3	4	5

	<u>ETHICAL CLIMATE</u>	Completely false	Mostly false	Somewhat false	Somewhat true	Mostly true	Completely true
PC	20. "In this company, people are expected to strictly follow legal or professional standards."	0	1	2	3	4	5
BL	21. "Our major consideration is what is best for everyone in the company."	0	1	2	3	4	5
PI	22. "In this company, people are guided by their own personal ethics."	0	1	2	3	4	5
PL	23. "Successful people in this company strictly obey the company policies."	0	1	2	3	4	5
PC	24. "In this company, the law or ethical code of their profession is the major consideration."	0	1	2	3	4	5
EC	25. "In this company, each person is expected, above all, to work efficiently."	0	1	2	3	4	5
BC	26. "In this company, It is expected that you will always do what is right for the customer and public."	0	1	2	3	4	5
BL	27. "People in this company view team spirit as important."	0	1	2	3	4	5
BC	28. "People in this company have a strong sense of responsibility to the outside community."	0	1	2	3	4	5
EL	29. "Decisions here are primarily viewed in terms of contribution to profit."	0	1	2	3	4	5
BC	30. "People in this company are actively concerned about the customer's, and the public's interest."	0	1	2	3	4	5
BL	31. "People are very concerned about what is generally best for employees in the company."	0	1	2	3	4	5
BI	32. "What is best for each individual is a primary concern in this organization."	0	1	2	3	4	5
EI	33. "People in this company are very concerned about what is best for them."	0	1	2	3	4	5
BC	34. "The effect of decisions on the customer and the public are a primary concern in this company."	0	1	2	3	4	5
BI	35. "It is expected that each individual is cared for when making decisions here."	0	1	2	3	4	5
EC	36. "Efficient solutions to problems are always sought here."	0	1	2	3	4	5