

The Effects of Ethical Behaviors of the Managers on Organizational Climate: an Application in 3rd Organizational Industrial Zone in Konya

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Abstract: Various reasons such as professional advances in business life and increasing consciousness of the employees, and the emergence of various ethical values and principles have significant role in increase of ethical behaviors of the managers. One of the important domains that the ethical behaviors of the managers affect at most is the organizational climate. Ethics takes on a task at the point of organizing and advocating the true and false concepts, and recommending the best to people. And, the organizational climate is a phenomenon that represents the scope and quality of the relationships of all the individuals in an organization and identifies the organization from the psychological aspect. The ethical behaviors of the managers are the power that can change the perceptions of the employees about the organization, and then the balances of the organizational climate. This study that was carried out via the survey technique has been implemented to persons in organizations located in Industrial Zone of Konya. As a result of implementation work, it has been revealed that the occupational commitment, which is a dimension of the ethical behaviors of the managers have significant effects on recognition, organizational structure, standards, responsibility and commitment that are sub-dimensions of the organizational climate. The honesty among the sub-dimensions of the ethical behaviors of the managers have been determined to have significant effects on structure, standards and commitment which are sub-dimensions of organizational climate. Finally, the equality and objectivity sub-dimension of the ethical behaviors of the managers have been determined to have significant effects on standards and commitment dimensions among the sub-dimensions of the organizational climate.

Keywords: Ethic, Ethical Behavior, Organizational Climate.

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1. Introduction

Top management of the organizations should exhibit a behavior that ensures the identification with ethical behaviors. Management team must clarify which behaviors are acceptable and which ethical behaviors should be encouraged, and also they must implement them (Sunar, 2011: 21-22). Ethical behaviors of the managers inevitably affect the behaviors and perceptions of other individuals. These effects construct the organizational climate, and this climate either creates a strategy between employees and employers or forces them into completely negative perceptions. Managers have to determine their behaviors and attitudes by considering all these circumstances. The aim of ethics is to train all of the employees for special values of the ethics. By being affected by the ethical behaviors of the managers, the ethical climate in organization reveals individuals' official and unofficial policies constituting ethical values (Watruba et al., 2001: 60). In organizations having appropriate climate, it is known that people have high level of motivation and higher occupational commitment. In organizations, which are dominated by the helpfulness, participation, ingeniousness and reliability, one can mention about the presence of positive climate rather than pessimistic climate. Successful employee relations and effective communication coming with positive climate lead to satisfied and highly motivated employees, high productivity and better relations with customers. Thus, as a result of them, the organizational success emerges (Zeybek, 2010: 34-35).

2. Effects of Ethical Behaviors of Managers on Organizational Climate

As the effects of ethical behaviors of managers on employees are investigated and revealed, it is understood that the organizations must consider especially the managers behaviors that reflect to organizational climate of the organization. As a result of various studies on this topic, various effects of managers' ethical behaviors on organizational climate draw attention.

2.1. The Concept of Ethics and Ethical Behavior

Ethic is the term representing what is good and true for people. Ethics interests in intentional and voluntary human activities. Moreover, it is an internal auditor determining the behavior called "appropriate" in human

relations (Donaldson and Werhane, 2007; Kelly and Tazbir, 2008: 518). From another perspective, ethics has been described as natural and moral investigation (Ferrell et al., 1988: 103). Ethical behavior allows employees to act by focusing on “us” rather than “me”, personal development is important, it allows coordination and sharing within the organization, increases the motivation of employees, and ensures solution-oriented behaviors, and instills confidence (Topdal, 2012: 19). Manager should detect the behaviors that are against the ethical values of organization, and avoid from them, because the manager is in a position exhibiting behaviors that are taken as model within the organization (Demirtaş, 2014: 10-11).

2.2. Ethical Behavior Levels

In literature, ethical behavior levels consist of different phases. These phases can be listed as equality and objectivity, justice and legality, honesty and occupational commitment.

1.Equality and Objectivity: Equality involves determining the limits to be used in distributing the benefits, problems, and services (Kara, 2006: 29-30). In general, the concept of equality is discussed from the aspects of fundamental personal equality, partial equality, and equality of the blocks. In fundamental personal equality, there is only a single class consisting of equal individuals. Partial equality involves behaving differently to different groups for ensuring the equality. Block equality aims at to ensure the equality between groups and sub-classes. Objectivity is for a person to be able to see the individuals and objects as they are and to distinguish this image from the image he/she created with his/her own wishes and fears. Being objective requires using mind rather than using emotions (Küçükkaraduman, 2006: 37-38).

2.Justice and Legality: In general, justice involves heaving equally. From the aspect of organization, the justice is to give the employees their rights in proportion to their contribution to organization, and to punish them in proportion to their fouls. Managers are responsible for equally distributing the tasks, obligations, responsibilities and benefits within the organization (Kara, 2006: 27-28). Aim of justice principle is to protect the individual rights. When the individual pays attention to be honest in his/her relations with others, then the justice emerges (Öztürk, 2010: 62-63).

3.Honesty: Honesty is defined as being honest, ingenious, and sincere, not to lie, and not behaving badly. The managers behaving not ingenious and honest head for their own fall, and then the environment of trust

disappears. But, trust is the fundamental element of the relationships (Kara, 2006: 28). Honesty is a character, which many of people don't exhibit especially in business life. Honesty means being fair and well-intentioned. To exhibit these behaviors means to obey the ethical rules (Topdal, 2012: 26-27).

4. Occupational Commitment: Occupational commitment is for a person to perceive, as a result of his/her works in order to gain skill and experience in a certain domain, the importance of his/her job in his/her life, and how central position it has (Demirtaş, 2014: 85). As a leader, manager should make effort in order to ensure both of his/her own occupational commitment and development and his/her subordinates' occupational commitment and development (Öztürk, 2010: 66). The concept of occupational commitment is an approach reflecting the power of binding the employee and organizations (Uysal, 2013: 94-95).

2.3. Importance of Ethical Behavior

The concept "ethics" involves the values laying in foundation of human relations and certain behaviors, rules and norms that have been developed for special groups, and it may mean doing what is true, honest, and legal (Yılmaz, 2012: 7). Ethics takes on a task at the point of organizing and advocating the true and false concepts, and recommending the best to people (Yılmaz, 2012: 7-8). The aim of ethics to explain that individual should make well-grounded moral decisions on their own, and that they must not surrender to another authority or pseudo-more competent persons (Karakaş, 2008: 3). Ethical decisions and the behaviors of managers must be acceptable for employees and other stakeholders from legal and moral aspects. Rewarding the employees behaving in accordance with the principles and standards of the organization and to punish the employees that don't obey the organizational rules involve the behaviors improving the control of ethical behaviors (Demirtaş, 2014: 39). Managers have significant responsibility at this point. One of the most important contributions in establishing appropriate organizations is that of the managers, because the managers are both representative and model in organization. They are the guide of the employees for culture, values and behaviors (Sunar, 2011: 22). Managers can sustain their interpersonal relations with their subordinates through their virtues or weaknesses. This idea is corroborated by researches and theories about the ethical leadership (Neubert et al., 2009: 158).

2.4. The Concept of Organizational Climate

Organizational climate is an organization-related concept that is defined from psychological aspect and representing the character of human relations within the organization. In other words, the psychological environment of the organization is called organizational climate. From another perspective, the organizational climate is the employees' perceptions shared about the working environment. Another author has defined the organizational climate as shared perceptions of official and unofficial organizational policies, implementations, processes, the objectives of the organization, and the appropriate meanings in achieving these objectives (Gerçeker, 2012: 18). For the persons working in an organization to adopt the organization's objectives, to accept its value judgments, to establish relations in accordance with beliefs and norms, and to exhibit the expected behaviors are within the scope of organizational climate (Aksoy, 2006: 4). From another perspective, the organizational climate reflects the definable elements constituting the culture. For this reason, the focus point of the organizational climate works is the perceptions of individual (Özkul, 2013: 6; Clark, 2002: 94).

2.5. Organizational Climate Levels

In literature, the organizational climate levels consist of different phases. These phases are recognition, organizational structure, standards, responsibility, and commitment.

1. Recognition: Recognition is to show the feelings and thoughts of the employees towards rewarding for a well-done work. High recognition climate is defined with the appropriate balance of reward and criticism. Low recognition indicates that the work has been rewarded inconsistently (Zeybek, 2010: 22). In order to ensure the continuity of high performance, appreciating and rewarding the employee is very important. The presence of a fair and performance-based reward system supporting the participation will improve the employees' occupational commitment and satisfaction, while it will decrease the tendency to quit job. Thus, it will lead the employees, who are of critical importance for the organization, to stay within the organization (Eryılmaz, 2014: 15-16).

2. Organizational Structure: Organizational structure involves determining the official responsibilities within the organization, establishing the organization scheme, and determining and setting the relations between

the roles (Handy, 1993: 253). Organizational structure is defined as determining the hierarchical levels, expert units, and tasks (Ari, 2011: 18-19). According to another researcher, it is defined as arrangements, rules and official processes that the employees have to obey while doing their works. The tasks within the organizations must be clearly defined, and structured according to the rules of logic (Malçok, 2011: 31).

3. Standards: Standards can be considered as a result of an appropriately determined success level, as well as they can represent how good a task can be done (Eryılmaz, 2014: 17-18). Standards work for measuring the sensitivity of the pressure and degree of the employees in order to improve the performance (Zeybek, 2010: 21). Managers must clearly inform the employees about the performance standards and expectations. Thus, people would know how they will be rewarded when they satisfy which standard. So, they behave in that direction within the organization, and try to meet the performance standards (Ari, 2011: 25-26).

4. Responsibility: Responsibility is to make employees to do their job better, to plan before doing it, to take measures against possible negativities, and to follow the outcomes (Zeybek, 2010: 21). Responsibility is related with the employees' level of doing their tasks without requiring any auditory activity. How much importance will be paid to personal within an organization is related with the structure of that organization (Eryılmaz, 2014: 15). The responsibilities that people will take are determined by the top management, and employees do their works in this parallel. The ones having higher levels of responsibility than other organization members do are generally at leader or manager positions (Ari, 2011: 20).

5. Commitment: It is the organizational climate dimension, where the employees identify with organizational objectives, value the organizational membership, and tend to work hard in order to achieve the organizational goals (Gerçeker, 2012: 23). In other words, if the employees have significant desire for working in that job, if they have adopted the values of that organization as their own values, then this indicates that the organizational commitment exists (Yirik et al., 2012: 83). Organizational commitment is the desire and powerful wish to make great effort for the organization and to continue the organizational membership (Saxon, 2012: 25).

2.6. Importance of Organizational Climate

Organizational climate corresponds to common implementations, shared values and the value system that the organization follows.

Organizational climate plays important role in shaping the employees' behaviors, and affects the perceptions of the employees (Chen et al., 2007: 105). The main forces affecting the organizational climate is to motivate the employees, organizational processes, leadership styles implemented in organizations, organizational communication, and the factors arising from these functions such as working groups, organization characteristics, audit, and management. It is possible to state that, when these factors are in harmony with each other, and with skills and expectations of employees, the organization will operate more productively and profitably, employees will exhibit higher level of organizational commitment, they will also be satisfied from their job more, and increase their performances (Dinçer, 2013: 7-8). Mutual trust and understanding between the individuals constituting the organization can be considered as the element constituting the organizational climate. In this parallel, organizational climate would affect moral status of the members, their tolerance limits in their interpersonal relationships and their professional performances. Unless organizational climate reflects the cooperation between the members, unless it motivate them to work more qualified and productively, it is not possible for the organization to achieve the optimum business performance (Gerçeker, 2012: 20). Moreover, especially the tendencies of employees for sharing information and the trust of employees towards each other are effective in establishing a good organizational climate (Bock et al., 2005: 90). It is thought that organizational climate can be one of the important antecedents of the behaviors (Wei et al., 2004: 378).

2.7. Relationship of Ethical Behaviors and Organizational Climate

The most important capital of the organizations nowadays is the labor force, and the skill and motivation of employees is the key element of success. For this reason, directing the possessed labor in direction of organizational objectives by using it in most effective and productive way is much more critical than ever (Çelik, 2010: 42). This mainly depends on the behaviors of managers. Ethics has been the philosophy of good mindset, not only that of good actions, and it has directed its concentration to researching all the behaviors and actions (Robertson and Fadil, 1999: 386). Ethical behavior is the final step in decision making process. Decision-maker (manager) executes that process by taking his/her perspective as base (Nguyen et al., 2008: 628). From this aspect, top management has some important responsibilities. If the managers exhibit positive ethical behaviors

in an organization, then the employees would be affected positively. Organizational climate involves the balances that can immediately change. All of the organization's employees are the individuals having different characteristics. A wrong speech or action of a manager towards an employee affects not only that employee, but also other employees within the organization, because there is a synergy and unity among the organization employees. The outcome, no matter what it is, spreads throughout the employees through their communication with each other. Accordingly, every manager should have the skill of establishing empathy with his/her subordinates, and behave accordingly by considering himself/herself as a part of the organization. In fact, every situation affecting the organizational climate also affects the manager's own and organization's benefits, because organizational climate is a concept that dominates every part of the organization.

3. Method

3.1. Aim and Importance of Research

This study is towards investigating the effects of managers' ethical behaviors on organizational climate and revealing how a relationship these components are in. This study is important from the aspect that the organizations, where the ethical behaviors are exhibited, observes the effects of this situation on employees and the perception of them by the employees, and also from the aspect of determining in which phases the ethical behaviors of managers affect the organizational climate.

The hypotheses determined in accordance with the aim of study are:

H1: Ethical behaviors of managers have positive effect on organizational climate.

H2: Sub-dimensions of ethical behaviors of managers have positive effect on recognition.

H3: Sub-dimensions of ethical behaviors of managers have positive effect on organizational structure.

H4: Sub-dimensions of ethical behaviors of managers have positive effect on standards.

H5: Sub-dimensions of ethical behaviors of managers have positive effect on responsibility.

H6: Sub-dimensions of ethical behaviors of managers have positive effect on commitment.

3.2. Sample

The main sample of this study aiming at to measure the effects of managers' ethical behaviors on organizational climate consists of employees working in 3rd Organized Industrial Zone. Presence of various organizational climates dominating 3rd Organized Industrial Zone of Konya, professional management of all of the operations in organizations, and the opportunity to obtain reliable and consistent information from employees played significant role in this selection. In this study, 106 employees from 238 organizations in 3rd Organized Industrial Zone were reached via surveys, and the implementation was done through appropriate surveys.

3.3. Data Collection

In this study, survey was utilized as measurement tool. In survey form consisting of 3 sections, there are 58 questions in total. First section includes 5 questions about general demographic characteristics of person. Second section consists of 31 questions and the scale developed by Peterson (2002) and translated into Turkish by Yatkın (2008) and Sayiner (2005) was used. In third section, there are 22 questions, and the organizational climate scale developed by Stringer (1968) was used.

3.4. Data Evaluation

The data collected via surveys were analyzed by using SPSS 21 package software. 5-point Likert Scale was used in analysis of the data. The analysis techniques utilized are frequency and percentage calculations, reliability analyses, mean and standard deviation calculations, correlation analyses and regression analyses.

3.5. Results and Comments

3.5.1. Findings about the Demographical Characteristics of Participants

In this section, the findings about demographical characteristics will be examined.

Table 1: Demographical Characteristics of Participants

DEMOGRAPHIC INF.	N	%	DEMOGRAPHIC INF.	N	%
GENDER			MARITAL STATUS		
Male	74	69.8	Married	85	80.1
Female	32	30.1	Single	21	19.8

AGE			POSITION IN ORG.		
18-21 years-old	10	9.4	Deputy Manager (in any department)	6	5.6
21-25 years-old	11	10.3	Department Responsible	10	9.4
26-30 years-old	24	22.6	Assistant Specialist	4	3.7
31-40 years-old	26	24.5	Engineer	18	16.9
41-45 years-old	22	20.7	Technical Personnel	29	27.3
46 age or over	13	12.2	Worker	39	36.7
EDUCATIONAL STATUS			WORKING PERIOD IN ORG.		
Elementary School	12	11.3	Between 1-5 years	17	16.1
High School	28	26.4	Between 6-10 years	33	31.1
College	28	26.4	Between 11-15 years	20	18.9
Bachelor's Degree	32	30.1	Between 16-20 years	23	21.7
MSc/PhD	6	5.6	21 years or over	13	12.2

In Table 1, considering the maximum and minimum values of the participants, 69.8% (74) of participants were male, while 30.1% (32) were female. Highest value 24.5% (26) of the participants was in 31-40 age range, while the smallest value 9.4% (10) was in 18-21 age range. Highest value of the participants 80.1% (85) were married, while 19.8% (21) were single. Accordingly, most of the participants were married. Most of the participants 30.1% (32) have Bachelor's Degree, while the smallest value of the participants 5.6% (6) have master degree. 36.7% (39) of the participants were workers, while 5.6% (6) of the participants were deputy manager. Highest value of the participants 31.1% (33) have 6-10 years of experience in organization, while the smallest value 12.2% (13) has 21 years and longer experience.

3.5.2. Findings Obtained as a Result of Definitive Statistics, Reliability Analysis, and Correlation Analysis about Managers' Ethical Behaviors and Organizational Climate

Findings obtained as a result of definitive statistics, reliability analysis, and correlation analyses are as follows.

Table 2: Definitive Statistics, Cronbach's Alpha Values, and Correlation between Variables

	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9	10	11
1.Equality and Objectivity	3.22	0.655	0.750										
2.Justice and Legality	3.70	0.749	0.811**	0.819									

3.Honesty	3.53	0.743	0.712	0.736	0.822								
4.Occupational Commitment	3.71	0.884	0.446	0.344	0.536	0.824							
6.Ethical Behaviour (General)	3.54	0.921	0.467	0.258	0.474	0.428	0.702						
5.Recognition	2.97	0.887	0.445	0.628	0.617	0.525 *	0.726	0.770					
7.Organizational Structure	3.23	0.889	0.612 *	0.633	0.412 *	0.527 **	0.624	0.809	0.810				
8.Standards	3.68	0.895	0.582 **	0.689 **	0.594	0.661 **	0.410	0.534 **	0.764	0.826			
9.Responsibility	3.12	0.677	0.585	0.615 **	0.576	0.657	0.538	0.485 **	0.495	0.720	0.812		
10.Commitment	3.82	0.791	0.597 **	0.471	0.619 **	0.812 **	0.452	0.435 *	0.413 **	0.437	0.394	0.866	
11.Org.Climate (General)	3.36	0.741	0.559	0.463	0.536	0.440	0.313	0.437 **	0.458 **	0.615	0.426	0.286	0.813

* $p < 0.05$ and ** $p < 0.01$

According to the reliability analysis in Table 2, while the factor related with commitment has the highest value (0.866), the factor related with recognition has the lowest value (0.702). It is seen that all of the factors' Cronbach's Alpha values are higher than 0.70. Thus, we can state that all of the factors are reliable. Moreover, given the definitive statistics table about mean and standard deviations, it is seen that the opinion, about which the participants had the highest positive perspective, is the commitment with mean score of 3.82. Final rank belongs to recognition with mean score of 2.97. As a result, as the item having highest correlation value, a positive and significant relationship (81.2%) was found between occupational commitment and commitment ($r=0.812$; $p<0.01$). As an item having lowest correlation value but still being acceptable, a positive and significant relationship was found (41.2%) between honesty and organizational structure ($r=0.412$; $p<0.05$).

3.5.3. Findings Obtained from Regression Analysis

The findings obtained as a result of regression analysis was represented in table and then explained.

-Testing the Hypotheses: In this section, participants' answers about the managers' ethical behaviors and organizational climate are analyzed, and then the findings about the effects of managers' ethical behaviors on organizational climate are shown in regression table in order to test the hypotheses.

-Findings about the Effects of Managers’ Ethical Behaviors on Organizational Climate: Through the data obtained from questionnaire, the regression results about the effects of managers’ ethical behaviors on organizational climate were examined via the hypotheses.

Table 3: Regression Model Designed for Testing the Effects of Managers’ Ethical Behaviors and Its Sub-Dimensions on Organizational Climate and Its Sub-Dimensions

Dependent Variable	Independent Variable	β	t	P	F	Model (P)	R ²
Org.Climate (General)	Const.	0.787	3.773	0.000	138.437	0.000	0.504
	Ethical Behaviour (General)	0.669	3.197	0.001			
Recognition	Const.	0.744	5.519	0.001	157.143	0.000	0.654
	Equality and Objectivity	0.052	2.813	0.215			
	Justice and Legality	0.362	3.651	0.005			
	Honesty	0.061	0.802	0.101			
	Occupational Commitment	0.390	1.573	0.000			
Organizational Structure	Const.	0.519	0.825	0.003	95.688	0.000	0.618
	Equality and Objectivity	0.073	3.198	0.104			
	Justice and Legality	0.084	0.877	0.101			
	Honesty	0.261	3.121	0.002			
	Occupational Commitment	0.417	3.314	0.001			
Standards	Const.	0.766	5.663	0.002	97.143	0.001	0.657
	Equality and Objectivity	0.185	3.118	0.004			
	Justice and Legality	0.189	3.222	0.002			
	Honesty	0.182	3.519	0.004			
	Occupational Commitment	0.383	5.765	0.001			
Responsibility	Const.	0.743	5.514	0.000	168.144	0.000	0.639
	Equality and Objectivity	0.081	0.818	0.212			
	Justice and Legality	0.376	5.859	0.001			
	Honesty	0.377	0.916	0.214			
	Occupational Commitment	0.185	3.125	0.002			
Commitment	Const.	0.761	5.659	0.000	165.142	0.000	0.659
	Equality and Objectivity	0.192	3.114	0.003			
	Justice and Legality	0.389	5.878	0.001			

	Honesty	0.191	3.125	0.002			
	Occupational Commitment	0.387	3.772	0.000			

H1: Ethical behaviors of managers have positive effect on organizational climate. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and organizational climate in general. In this case, from the values of $F=138.437$ and $p=0.000<0.05$, it is understood that the variable explains the organizational climate, in other words it has a contribution to the model. Accordingly, Hypothesis H1 is accepted.

H2: Sub-dimensions of ethical behaviors of managers have positive effect on recognition. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and organizational climate in general. In this case, from the values of $F=157.143$ and $p=0.000<0.05$, it is understood that the variable explains the recognition, in other words it has a contribution to the model. Accordingly, Hypothesis H2 is accepted. Considering the interaction between the sub-dimensions, it was examined if there is a statistical interaction between equality and objectivity and recognition. In table, it is seen that equality and objectivity have no significant effect on recognition. When the level of equality and objectivity is increased by 1 unit, then the level of recognition increases by 0.052 unit ($\beta=0.052$; $t=2.813$; $p=0.215>0.05$). According to the table, it was examined if there is a statistical interaction between justice and legality and recognition. It is seen that the effect of justice and legality on recognition is significant. When the level of justice and legality is increased by 1 unit, then the level of recognition increases by 0.362 unit ($\beta=0.362$; $t=3.651$; $p=0.005<0.05$). According to the table, it was examined if there is a statistical interaction between honesty and recognition. It is seen that the effect of honesty on recognition is not significant. When the level of honesty is increased by 1 unit, then the level of recognition increases by 0.061 unit ($\beta=0.061$; $t=0.802$; $p=0.101>0.05$). According to the table, it was examined if there is a statistical interaction between occupational commitment and recognition. It is seen that the effect of occupational commitment on recognition is significant. When the level of occupational commitment is increased by 1 unit, then the level of recognition increases by 0.390 unit ($\beta=0.390$; $t=1.573$; $p=0.001<0.05$).

H3: Sub-dimensions of ethical behaviors of managers have positive effect on organizational structure. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and

organizational structure in general. In this case, from the values of $F=95.688$ and $p=0.000<0.05$, it is understood that the variable explains the organizational structure, in other words it has a contribution to the model. Accordingly, Hypothesis H3 is accepted. Considering the interaction between the sub-dimensions, it was examined if there is a statistical interaction between equality and objectivity and organizational structure. In table, it is seen that equality and objectivity have no significant effect on organizational structure. When the level of equality and objectivity is increased by 1 unit, then the level of organizational structure increases by 0.073 unit ($\beta=0.073$; $t=3.198$; $p=0.104>0.05$). According to the table, it was examined if there is a statistical interaction between justice and legality and recognition. It is seen that the effect of justice and legality on organizational structure is not significant. When the level of justice and legality is increased by 1 unit, then the level of organizational structure increases by 0.084 unit ($\beta=0.084$; $t=0.877$; $p=0.101>0.05$). According to the table, it was examined if there is a statistical interaction between honesty and recognition. It is seen that the effect of honesty on organizational structure is significant. When the level of honesty is increased by 1 unit, then the level of organizational structure increases by 0.261 unit ($\beta=0.261$; $t=3.121$; $p=0.002<0.05$). According to the table, it was examined if there is a statistical interaction between occupational commitment and organizational structure. It is seen that the effect of occupational commitment on organizational structure is significant. When the level of occupational commitment is increased by 1 unit, then the level of organizational structure increases by 0.417 unit ($\beta=0.417$; $t=3.314$; $p=0.001<0.05$).

H4: Sub-dimensions of ethical behaviors of managers have positive effect on standards. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and standards in general. In this case, from the values of $F=97.143$ and $p=0.000<0.05$, it is understood that the variable explains the standards, in other words it has a contribution to the model. Accordingly, Hypothesis H4 is accepted. Considering the interaction between the sub-dimensions, it was examined if there is a statistical interaction between equality and objectivity and standards. In table, it is seen that equality and objectivity have significant effect on standards. When the level of equality and objectivity is increased by 1 unit, then the level of standards increases by 0.185 unit ($\beta=0.185$; $t=3.118$; $p=0.004<0.05$). According to the table, it was examined if there is a statistical interaction between justice and legality and recognition. It is seen

that the effect of justice and legality on standards is significant. When the level of justice and legality is increased by 1 unit, then the level of standards increases by 0.189 unit ($\beta=0.189$; $t=3.222$; $p=0.002<0.05$). According to the table, it was examined if there is a statistical interaction between honesty and standards. It is seen that the effect of honesty on standards is significant. When the level of honesty is increased by 1 unit, then the level of standards increases by 0.182 unit ($\beta=0.182$; $t=3.519$; $p=0.004<0.05$). According to the table, it was examined if there is a statistical interaction between occupational commitment and standards. It is seen that the effect of occupational commitment on standards is significant. When the level of occupational commitment is increased by 1 unit, then the level of standards increases by 0.383 unit ($\beta=0.383$; $t=5.765$; $p=0.001<0.05$).

H5: Sub-dimensions of ethical behaviors of managers have positive effect on responsibility. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and standards in general. In this case, from the values of $F=168.144$ and $p=0.000<0.05$, it is understood that the variable explains the responsibility, in other words it has a contribution to the model. Accordingly, Hypothesis H5 is accepted. Considering the interaction between the sub-dimensions, it was examined if there is a statistical interaction between equality and objectivity and responsibility. In table, it is seen that equality and objectivity have no significant effect on responsibility. When the level of equality and objectivity is increased by 1 unit, then the level of responsibility increases by 0.081 unit ($\beta=0.081$; $t=0.818$; $p=0.212>0.05$). According to the table, it was examined if there is a statistical interaction between justice and legality and responsibility. It is seen that the effect of justice and legality on responsibility is significant. When the level of justice and legality is increased by 1 unit, then the level of responsibility increases by 0.376 unit ($\beta=0.376$; $t=5.859$; $p=0.001<0.05$). According to the table, it was examined if there is a statistical interaction between honesty and responsibility. It is seen that the effect of honesty on responsibility is not significant. When the level of honesty is increased by 1 unit, then the level of responsibility increases by 0.377 unit ($\beta=0.377$; $t=0.916$; $p=0.214>0.05$). According to the table, it was examined if there is a statistical interaction between occupational commitment and responsibility. It is seen that the effect of occupational commitment on responsibility is significant. When the level of occupational commitment is increased by 1 unit, then the level of responsibility increases by 0.185 unit ($\beta=0.185$; $t=3.125$; $p=0.002<0.05$).

H6: Sub-dimensions of ethical behaviors of managers have positive effect on commitment. In analysis in Table 3, it was examined if there is a statistical interaction between ethical behaviors of managers and commitment in general. In this case, from the values of $F=165.142$ and $p=0.000<0.05$, it is understood that the variable explains the commitment, in other words it has a contribution to the model. Accordingly, Hypothesis H6 is accepted. Considering the interaction between the sub-dimensions, it was examined if there is a statistical interaction between equality and objectivity and commitment. In table, it is seen that equality and objectivity have significant effect on commitment. When the level of equality and objectivity is increased by 1 unit, then the level of commitment increases by 0.192 unit ($\beta=0.192$; $t=3.114$; $p=0.003<0.05$). According to the table, it was examined if there is a statistical interaction between justice and legality and commitment. It is seen that the effect of justice and legality on commitment is significant. When the level of justice and legality is increased by 1 unit, then the level of commitment increases by 0.389 unit ($\beta=0.389$; $t=5.878$; $p=0.001<0.05$). According to the table, it was examined if there is a statistical interaction between honesty and commitment. It is seen that the effect of honesty on commitment is significant. When the level of honesty is increased by 1 unit, then the level of commitment increases by 0.191 unit ($\beta=0.191$; $t=3.125$; $p=0.002<0.05$). According to the table, it was examined if there is a statistical interaction between occupational commitment and commitment. It is seen that the effect of occupational commitment on commitment is significant. When the level of occupational commitment is increased by 1 unit, then the level of responsibility commitment by 0.387 unit ($\beta=0.387$; $t=3.772$; $p=0.000<0.05$).

4. Results

Ethical behaviors of the managers may be effective on any people, status or situation within an organization. But the ethical behaviors are much more effective in today's organizations' domains based on organizational effects. One of these topics is the organizational climate. The first issue discussed in this study, the ethical behaviors of managers, is related with the evaluation of manager's behaviors towards employees in organization as ethical (Demirtaş, 2014: 27). The second issue discussed in this study, the organizational climate, is a concept defined about organization from the psychological aspect and representing the quality of human relations within the organization (Gerçeker, 2012: 18).

Considering the result of the study, it can be seen that, in general, there is a significant relationship between the ethical behaviors of managers and the level of organizational climate. There are various differences between the relationships of sub-dimensions. Variation of the significance levels may give rise to thought that the outstanding manager behaviors' sub-dimensions may have certain dominant characteristics. When considering the analyses in deeper details, it is seen that the occupational commitment sub-dimension of the managers' ethical behaviors is more prominent than other sub-dimensions of the managers' ethical behaviors. The occupational commitment sub-dimension significantly affects recognition, organizational structure, standards, responsibility, and commitment dimensions. This is because this sub-dimension acts in the way in which the manager, by making his/her job the center of his/her life as a result of gaining experience and skill in time, ensures the use of organization's opportunities in benefit of the environment, pays attention to the problems of employees, inspires the employees, glorifies them, shows respect to opinions of employees, and motivates them. Moreover, that this sub-dimension keeps the team spirit alive and supports the establishment of a common synergy and allows employees to focus on their tasks makes itself evident at every stage of organizational climate. The second most important sub-dimension coming to the forefront in ethical behavior levels of managers is the justice and legality. In effect of justice and legality on recognition sub-dimension, the justice and legality behaviors exhibited by the managers involve the recognition of employees' behaviors and giving their rights fairly in proportion to their contribution to the organization. Thus, employees feel that they are recognized by the manager and they are the same mind about that a positive organizational climate emerges within the organization. In effect of justice and legality on standards sub-dimension; if the employees think that the standards determined by their manager are equally fair and legal for every employee and if the manager doesn't disrupt the justice by assigning higher standards to some of employees, then the employees perceive the organizational climate as positive. In effect of justice and legality on responsibility sub-dimension; if employees think that their manager is fair and legal, then they want to take responsibility of their works and outcomes, and their professional consciousness increases. This affects the organizational climate positively. Finally, in effect of justice and legality on commitment sub-dimension; if employee thinks that his/her manager is fair and legal, he/she would be more committed to his/her organization,

and organizational commitment level will increase. Justice and legality of the manager will be a motivating factor, and then the productivity of employees will increase and it will lead the employees to see organizational climate more positively.

Another prominent sub-dimension in levels of ethical behavior is the honesty. In effect of honesty on organizational structure sub-dimension, the honesty behavior exhibited by manager gives employees the impression that official responsibilities and roles within the organization are determined honestly. Moreover, it also gives the impression that regulations, rules and official processes are determined honestly by manager, and this contributes to organizational climate by making employee happy and motivated. In effect of honesty on standards sub-dimension; if employees think that the standards determined by manager have been set honestly, then they perceive the organizational climate positively. In effect of honesty on commitment sub-dimension; if employees think that their manager is honest, ingenious, and well-intended, then they trust more, and choose to be committed to the organization, and this would affect the organizational climate positively.

Moreover, another prominent sub-dimension in ethical behavior levels of managers is the equality and objectivity. In effect of equality and objectivity on standards sub-dimension; the equality and objectivity behaviors exhibited by managers involve determining the equal standards for every employee. Equal and objective manager are objective and neutral in standards he/she determined for employees. Thus, employees feel that they are treated equally by the manager. In that case, all of the employees are of the same mind about that there is a positive organizational climate in organization. In effect of equality and objectivity on commitment sub-dimension; if employees think that their manager is equal and objective, then they will be more committed to their organization, and the level of organizational commitment increases. Equality and objectivity of the manager will allow the employee to see the organizational climate more positively.

In implementation section of this study, there are some limitations due to that organizations limited the number of data creation because of their procedures, and some other reasons. But this study, especially because it discusses a topic that has been rarely studied in literature in Turkey, has the characteristic of reference for further studies on this topic. We can state that this study can be repeated with a wider sample. In further studies, the use of

different organization and business branches and determining the relations will be effective in making study results more robust.

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