

# The Impact of Ethical Climate on Work-Family Conflict and Job Stress: An Empirical Research from Türkiye

**Mustafa Daskin<sup>1</sup>, Kenan Pala<sup>2</sup>**

<https://doi.org/10.33001/18355/IMJCT0107>

Received Date: 2022-07-07 | Publication Date: 2022-10-23

## Abstract

One of the most important factors in the execution of ethical values, ethical rules and ethical climate and their acceptance among employees is to determine what is right and wrong. In this sense, to explain moral rules to employees or managers and to make moral practices available stays critical. It has been proven that ethical climate in tourism and hotel businesses gives positive results in the working environment. In this context, the current study aimed to examine the impact of ethical climate on work-family conflict and job stress in a Turkish hotel setting. A sample of full-time frontline personnel was chosen for this study, and 131 usable questionnaires were individually collected from them on the survey grounds. A quantitative method was used in this study and SPSS 20 version was applied for the study analyses such as descriptive statistics, factor analysis, correlation and regression. The findings depicts that ethical climate was found to be negatively related to work-family conflict but this relationship was not significant. On the other hand, a significant negative relationship was confirmed among ethical climate and job stress. There is paucity of research regarding the outcomes of ethical climate in hotel settings, so the current work sheds light on the recent literature and provides implications for the industry role players.

**Keywords:** Ethical climate; Work-family conflict; Job stress; Hotels; Türkiye

---

<sup>1</sup> Tourism Department, Amasya University, Amasya, Turkey; <https://orcid.org/0000-0002-2453-490X>

<sup>2</sup> Tourism Department, Amasya University, Amasya, Turkey; <https://orcid.org/0000-0003-4903-1433>



## Introduction

The concept of change has accelerated and reached negative dimensions in the commercial world of today, where competition is growing and speeding. Businesses in this industry have always focused on being successful in order to continue operating. This can be accomplished by realizing the necessity of elevating the values and human capital that set firms apart from their rivals. This can only be accomplished in a setting where trust is fostered by moral conduct (Büte, 2011). Nowadays, people and businesses put their personal interests first out of a drive to increase profits.

Business ethics issues have emerged as a result of changes in society's sociocultural norms, the moral landscape, and inadequate or problematic legal regulations. As a result, ethics has taken center stage in business, making it impossible to ignore (İlhan, 2005). Products that endanger society's health are produced, while unrealistic advertisements, general customer rights violations, bribery, the provision of unregistered economic benefits, unfair competition, labor exploitation, failure to pay overtime wages, the growing presence of women in business with the emergence of numerous issues like sexual discrimination, and a disregard for sustainability all contribute to the prevention of environmental degradation (Aydemir, 2006; Daskin, 2016, 2019; Eğri & Sunar, 2010; Karatepe, 2013; Lee, Kim, Banks, & Lee, 2015; Lee & Tsang, 2013).

In this regard, the definition of an organization's ethical climate is comprised of organizational members' support for and engagement in certain ethical actions (Schwepker & Hartline, 2005). The ethical climate is one of the crucial elements that affect organizational connections and the attitudes of employees, according to Elci and Alpan (2009). Trevino, Butterfield, and McCabe (1998) contend that the ethical content of organizations can have an impact on employees' attitudes and behaviour. Organizational rules, procedures, and practices that have moral repercussions are directly tied to the presence of an ethical atmosphere. Such an ethical environment within the company lessens role conflict, boosts efforts, fosters trust between superiors and subordinates, and results in job satisfaction (Mulki, Jaramillo, & Locander, 2008). Moreover, employee loyalty is higher when they believe their employer upholds ethical standards. Employees who believe that organizational policies, methods, and practices are chosen in

accordance with an ethical framework continue to work for the company (Karatepe, 2013). In the hotel industry, moral principles and personnel conduct are crucial elements of commercial transactions and customer service (Wong, 1998). According to Davidson, Manning, Timo, and Ryder (2001), hotel businesses are very reliant on human services; as a result, the customer-employee connection has a considerable impact on whether a business succeeds or fails. In these client connections, employees' moral character and ethical conduct are crucial. Organizational members often breach ethical guidelines because of the enormous workload required by the organization or because of improper policies or processes, as opposed to personal reasons.

Visitors may also have poor opinions of the service they received if they believe personnel attitudes or conduct to be unethical (Wong, 2000). According to Lu and Lin (2014), creating an ethical environment that stimulates the sharing of ethical awareness and supports ethical decision-making and conduct is essential to fostering ethical behavior among employees in the hospitality industry, where ethical challenges arise regularly.

In this context, organizational ethics studies are of great importance and new studies are needed on the factors that will increase the ethical climate and the outcomes as well. Therefore, this study aimed to investigate the effect of ethical climate level on work stress and work-family conflict in a Turkish context in Muğla Marmaris. Because the travel and tourism sector is a fast growing industry, there are many potential growth prospects for countries like Türkiye, which has lately risen to become one of the most well-known tourist destinations in the world. However, according to tourism studies carried out in Türkiye (e.g., Aksu, Bahtiyar, Deveci, & Koz, 2016), there are certain organizational difficulties available in the industry. When the general structure of hotel businesses is examined; It is thought that employees may experience a work-life imbalance and work stress as a result of factors like the enterprises' increased use of seasonal workers, high personnel turnover rates, lengthy working hours, low wage policies, industry crises that result in layoffs, bankruptcy or change of ownership of the enterprises, and threats from the enterprises to fire their staff (Genç et al., 2016:98). Likewise, in many hospitality environments, workers in the hotel and restaurant industry generally, and in the service industry specifically, encounter significant levels of work stress and work-family conflict



(Anbazhagan, Rajan, & Ravichandran, 2013; Kim, Murrmann, & Lee, 2009; Sousa, Chambel, & Carvalho, 2018).

Against this backdrop, ethical climate was selected to be searched as antecedent to minimize the negative effects of work-family conflict and job stress. The following literature review shows that there is paucity of empirical research on the effects of ethical climate in the hotel work settings and by first examining the aforementioned links in a hotel context in Türkiye, the current study specifically contributes to the literature on hospitality. As a result, this study expands the results to a new geographic location for the hotel business, supporting their applicability in a different sociocultural context. This study adds to the body of knowledge and provides numerous helpful recommendations for hotel businesses to apply in their particular working settings.

## **Literature Review**

### ***Ethical Climate in Tourism and Hotel Organizations***

The moral principles and standards system ingrained in each person's behavior can be described as the rules that direct behavior and moral judgments. When examined from an organizational perspective, the idea of ethics also explains the structure that exists concerning how people in an organization often make decisions about what is right and what is wrong (Sarı & Doğanekin, 2016). Employee engagement to the organization grows if they feel treated fairly in all types of organizational work procedures. This has a favorable impact on a variety of factors, including performance (Jung, Namkung, & Yoon, 2010; Lu & Lin, 2014). The concept of ethical climate now stands out as one of the key elements influencing corporate outcomes (Dimitriou & Ducette, 2018). In addition, other terms that are used interchangeably with ethical climate in the literature include "Moral Climate" and "Moral Environment" (Turan, Elsi, & Eminoglu, 2021).

The common understanding of the workforce regarding how ethical issues should be addressed and what constitutes ethically right behavior is known as the "ethical climate". Ethical environment refers to a normative atmosphere that reflects corporate procedures, rules, and practices related to moral repercussions. It is one of the primary strategic tools for promoting ethical behavior among personnel (Cheng & Wang, 2014; Tseng & Fan, 2011). Two definitions can be used to organizational ethical climate. The

first definition of ethical climate refers to a general perception of the organization's customary practices and procedures that include ethical content, whereas the second definition refers to the members of the organization's shared understanding of what constitutes ethically sound behavior and how ethical issues should be handled (Oh, 2022).

The concept of organizational business climate includes ethical climate. According to Tuna and Yeşiltaş (2014), the office environment influences how employees perceive “how things are done here”. Although there are many different business climates within an organization, the ethical climate is crucial because it influences people's ethical behavior (De Connick, 2011). An organization with a strong ethical culture has informal controls in place, and people can recognize the right and wrong of employees and understand what is expected of them (Lopez, Babin, & Chung 2009). When faced with a moral conundrum, the ethical environment drives employees to ask, “What should I do?”. It also helps because it provides an answer to the query. It also aids in identifying ethical issues. In other words, it acts as a “perceptual lens” allowing workers to recognize and assess circumstances (Cullen, Silverstein, & Foley, 2008).

The ethical climate, which is a crucial component of corporate culture, can help people concentrate on their work by providing the setting they need to deal with a variety of issues (Kottke & Pelletier, 2013). On the other side, unethical actions and conduct are seen to have a significant role in the rise of organizational deviation behaviors since they might lead to employees adopting new attitudes and goals while still employed. Because of this, the ethical climate encourages employees to act morally and appropriately at work, which helps to establish ethical principles (Demir, 2014).

Employees in the hotel sector require a higher level of ethical awareness than those in other sectors, as well as the capacity to make ethical decisions in accordance with organizational values. Ethical issues should be handled with extra care in tourism firms where the human component is significant because of characteristics like the intangibility of the products displayed and the simultaneous production and consumption. The need of creating an ethical workplace environment is further emphasized by the claim that unethical surroundings and environments may increase organizational expenses in the hotel industry (Ball & Ball, 2017; Karatepe, 2013; Lu & Lin, 2014; Nedkovski, Guerçi, De Battisti, & Siletti, 2017).



### *The Effect of Ethical Climate on Work-Family Conflict*

The first work-family conflict studies were conducted by Kahn et al. in 1964, who identified role conflict as the primary source of job stress. As the number of dual-career, dual-income families increased, the importance of this topic has increased (Casper Harris, Taylor-Bianco, & Wayne, 2011). When job duties or pressures from the work and family areas are incompatible and have a detrimental effect on an employee's quality of work and family life, this is referred to as work-family conflict (Ballout, 2008). Each person's life is structured around their family, job, and other roles. There is a symbiotic tie between job and family. The roles or responsibilities of either family or work are disregarded, though, when more time is dedicated to one than the other, and the obligations are not properly met. Both work-family and family-work conflict may arise when a person's obligations to their family interfere with their ability to fulfill their professional obligations (Balci & Kopar, 2022). There is interest in the topic across a variety of business lines and academic fields because it is well known that the issue of work-family and family-work conflict has numerous psychological, social, economic, behavioral, and organizational elements. This interdisciplinary diversity has permitted substantial scientific research, which is helpful for comprehending the complexity of work-family life and its link (Voydanoff, 2008).

With the rise of the female workforce as a result of the industrial revolution and the consequent rise in the number of dual-income families, the concept of work-family conflict is becoming more and more significant (Chen, Ayoun, & Eyoun, 2018). According to previous research, a variety of issues relating to the workplace might lead to work-family conflict. The job's full-time status, rigid work hours, shift work, job insecurity, a heavy workload, job stress, and manager's lack of support are a few of the variables in question (e.g., Vong & Tang, 2017).

The seasonal nature of the tourism industry, the flexibility of working hours, and the requirement to work long hours on holidays and weekends can wear out employees and lead to stress, tension, and imbalance. This can also have a negative impact on the employee's private life and lead to work-family conflict (Bora & Perzin, 2022; Parasuraman & Greenhaus, 2002). At this point, it becomes clear that one of the important aspects that influence employee attitudes and determine intra-organizational relationships is the ethical climate. It should come as no surprise that organizational policies,



processes, and practices that have ethical repercussions are intimately tied to the presence of an ethical culture in the workplace. Such an ethical culture within the company not only lessens role conflicts but also boosts employee effort, fosters manager trust, and results in job happiness (Karatepe, 2013). The ethical atmosphere of the firm is also believed to have a substantial impact on employee conduct (Haldorai, Kim, Chang, & Li, 2020). In fact, good and enduring moral performance is attained in organizations when a favorable organizational ethical environment is developed, and individual and group ethical power understanding grows (Zoghbi-Manrique & Guerra-Baez, 2016).

As can be seen from the paragraph above, no studies examining the relationship between ethical climate and work-family conflict have been found in hotel work settings. Instead, studies examining the relationship between ethical climate and organizational trust, job satisfaction, and employee behaviors have been conducted. Therefore, it is highly fascinating to look into how and to what extent the ethical climate in the hotel and tourism industries affects the decline or rise in work-family conflicts. Based on the aforementioned discussion, the current study proposes the following hypothesis;

Hypothesis 1: Ethical climate negatively impacts work-family conflict

### ***The Effect of Ethical Climate on Work Stress***

People spend the majority of their time at work. Because of their work activities, interactions with coworkers and superiors, and a variety of other variables, they may be subjected to stress. The concept of “organizational stress” has emerged in the organization as a result of this circumstance. The stress brought on by this environment affects anyone who completes a variety of activities during the course of their employment. Workplace demands that are above their capabilities cause employees to experience job stress, which is described as their psychological responses to these conditions (Yiwen, Lepine, Buckman, & Feng, 2014). However, the concept of “work stress” relates to emotions like overwhelming difficulty, tension, and anxiety that are brought on by a job’s demands (Bani-Melhelm, Abukhait, & Shamsudin, 2020). Both the company and the employees benefit from reducing workplace stress and maintaining it at a level that will have good benefits. Understanding the elements that contribute to workplace stress is crucial for this. If the causes of work stress are not addressed by organizations,



employees may exhibit behaviors like poor performance, a lack of enthusiasm, arriving late or not at all, taking frequent leaves of absence, and even quitting their jobs (Kale & Akgündüz, 2019). Management style, organizational policies, organizational structure, working conditions, intra-organizational relationships, the nature of the job, workload, promotion opportunities, high expectations for performance, role conflict, and uncertainty are all sources of workplace and organizational stress (Tongchaiprasit & Ariyabuddhiphongs, 2016). In addition, certain personality traits may also contribute to stress. In this context, personality qualities, non-work economic issues, non-work social relationship issues, etc. are analyzed (Chiang, Birtch, & Kwan, 2010).

In hotel businesses where labor is a priority, employees play a significant role in raising client happiness. Particularly in some departments, like food and beverage, where working hours are unpredictable, workloads are excessive, work environments are inadequate, subordinate-superior relationships are strained, and there are little prospects for advancement, work stress among employees is made worse. Given the results of previous study, it can be concluded that, particularly in the hospitality and food and beverage industries, organizational and work-related stress are more prevalent than personal stress (Chung, Jung, & Sohn, 2017). Job stress is regarded as one of the most important concerns that managers deal with in the tourist sector. Because workplace stress has an impact on everyone's performance levels, wellbeing, and inclination to quit their jobs, both managers and hourly workers. According to international studies, the tourism sector has one of the largest turnover rates, so it is critical to comprehend the causes of job stress and find ways to deal with them (Rehman & Mubashar, 2017).

Favoritism is one of the characteristics that causes employees the most stress, according to a study by Bute (2011). Inter-employee conflict and an excessive workload were shown to be the main sources of stress, according to O'Neil and Davis (2011). They also noted that high levels of stress are linked to poor physical health, low levels of job satisfaction, and a high rate of employee turnover. In a study conducted with kitchen staff members in international 5-star chain hotels operating in Seoul, Jung, Yoon, and Kim (2012) looked at how kitchen staff members perceived the connection between job stress, burnout, and the propensity to leave the workplace, as well as the regulatory role of working hours. The study's



findings indicate that while role stress impacts burnout, burnout affects a person's propensity to quit their work.

In this context, Mulki et al. (2008) revealed that role stress, interpersonal conflict, emotional tiredness, supervisor trust, and job satisfaction were all fully mediating factors between ethical climate and turnover intention. Jaramillo, Mulki, and Boles (2013) found that ethical climate had a significant beneficial impact on perceived meaningfulness, which reduces stress, but they did not identify a direct relationship between ethical climate and work-related stress in their investigations. According to Briggs, Jaramillo, and Weeks (2012: 430), a salesperson's impressions of the ethical atmosphere affect their stress levels and attitudes at work. Although many studies show that ethics plays a significant influence in companies, there is very little study on the ethical climate and work-related stress in hospitality work settings. Thus, by conducting this research, the current study aims to present new findings in the related literature. The following hypothesis was proposed;

Hypothesis 2: Ethical climate negatively impacts job stress

## **Methodology**

### ***Sampling and data collection***

The Aegean region's southwest coast, where Marmaris is situated, has a strong potential for tourism. People refer to Marmaris, one of Türkiye's top yachting destinations, as "Green Marmaris" because of the surrounding pine trees. It has contemporary facilities because of its strong potential for tourism. It has numerous coasts and gulfs. Despite having numerous structures for cultural tourism, it also benefits from being close to other tourist destinations. In Marmaris, a popular tourist destination with daily boat tours, frequent trips to Rhodes Island, nightlife, shopping opportunities, regular minibus and bus services, and numerous transit options, souvenirs like jewelry, leather, rugs, and carpets are readily available. In addition to being the birthplace of numerous civilizations, including the Karia Civilization, Marmaris Castle, ancient cities, and ruins may all be seen there. With its ideal temperature and vegetation (see Figure 1), it is also one of Türkiye's top tourist destinations (see Figure 1) (Muğla Provincial Directorate of Culture and Tourism, 2018).



Figure 1: A view from Marmaris

Source: Muğla Marmaris Municipality.

This study, which was conducted to determine the effect of ethical climate on work-family conflict and job stress, applied to frontline employees (front office, food& beverage, guest relations, and housekeeping departments) working in 4 and 5 star hotels in Muğla Marmaris/Türkiye. The rationale behind picking frontline workers is that they frequently contact face-to-face or voice-to-voice with customers and guests, making them crucial role players to increase customer satisfaction, foster loyalty, and improve image (Daskin and Yilmaz, 2015).

Four 5-star hotels and eight 4-star hotels took place in the current work due to research restrictions. The number of room capacity is nearly 3000 in these hotels. No statistics are available regarding the number of frontline workers, but, according to the participant hotels' reference, more than half of the total employees hold frontline positions and the numbers of total full-time employees work in 4-star hotels changes around 50-100 and 100-150 in 5-star hotels depending their bed number and amenities. Thus the maximum number of frontline employees in these hotels may be accepted as a thousand and the research team aimed to collect data from the minimum 10% of this population.

Simple random sampling procedure was adopted in the current research. It is a kind of probability sampling in which the researcher chooses a sample of individuals at random from a population, giving each person an equal chance to be included. Researchers tend to choose this method of sampling when they want to make generalizations about the larger population.

First of all, for the data collection, population of the study was specified as 4 and 5-star hotel frontline employees. Then the frontline units were also specified in these hotels and at least 3 frontline employees from each unit were aimed to collect data in order to reach ten percent of the entire population size. The respondents were randomly selected from each frontline unit of the participant hotels. After that, a pilot was conducted including 5 employees in order to check if there is any problem with the questionnaire content. In order to obtain a higher return rate in the research, the data was mostly collected by face-to-face basis at shift ends and partially through emails. Such that, with the permission of hotels, the research team distributed the questionnaires to voluntary employees after shift ends to be collected next day at the shift end again, but later, some respondents reached via phone call to give back. In addition to this, a group of employees were reached via social media and email contacts by the support of some acquaintance employees who work in same hotels. As a result, despite data collection restrictions, the majority of the questionnaires were collected on a face-to-face basis with voluntary participants. The research team able to distribute 200 questionnaires and 131 were completed. Therefore, the total response rate was calculated as of 65% for the current work.

### *Instrument development and measures*

The research questionnaire composed of 11 items for ethical climate scale, 4 items for work-family conflict, and 3 items for job stress. Ethical climate scale was used from Zelik (2010). 11 items for organizational ethical climate were used without any modification and the Cronbach alpha was found over 0.70 in this study. Work-family conflict scale was adopted from Daskin (2019) who reported satisfactory Cronbach alpha level (0.86) for this scale. Finally, questions about work stress were adopted from Babin and Boles (1998) who reported satisfactory level of reliability. The scales items were modified based on the current study format when needed.

All measurements carried out a Likert-type scale that ranged from “5”=“strongly agree” to “1”=“strongly disagree”. Additionally, the research questionnaire includes demographical questions: gender, age, tenure, and education.



## *Procedure*

The association between the independent and dependent variables was examined in the present study using SPSS Version 20. The study scales were submitted to Exploratory Factor Analysis (EFA) after the psychometric qualities of the assessments to establish dimensionality and convergent validity. Then, correlation and hierarchical regression analyses were carried out. The analysis and findings section included a presentation of all test results.

## **Analyses and Findings**

### *Descriptive statistics*

The demographic profile of the respondents was presented in the table 1. The current study employed a descriptive analysis to explain the demographic structures of the respondents such as gender, age, tenure, and education. According to the frequency test, slight majority of the participants were males (61.8%). The majority of respondents were highly young under 39 years old with 80.1%. The result show that 22.9% of the employees have less than 1 years of experience and 55% had experience between 1-5 years. This shows that young generation is employed mostly in the sector. Finally, half of the respondents with 49.6% had higher education degrees. This singals that the rate of educated people in the industry is increasing with the new generation.

***Table 1. Demographic profiles.***

| Demographic variable | Sample composition  | Frequency | Percentage |
|----------------------|---------------------|-----------|------------|
| Age                  | Less than 20 years  | 2         | 1.5        |
|                      | 21–29 years         | 49        | 37.4       |
|                      | 30–39 years         | 54        | 41.2       |
|                      | 40–49 years         | 23        | 17.6       |
|                      | 50 and over         | 3         | 2.3        |
| Gender               | Female              | 50        | 38.2       |
|                      | Male                | 81        | 61.8       |
| Education            | Primary-Secondary   | 66        | 50.4       |
|                      | Vocational school   | 29        | 22.1       |
|                      | Bachelor's and over | 36        | 27.5       |
| Work Experience      | Less than 1 year    | 30        | 22.9       |
|                      | 1-5 years           | 72        | 55.0       |
|                      | 6-10 years          | 18        | 13.7       |
|                      | 11-15 years         | 9         | 6.9        |
|                      | 16 years and over   | 3         | 1.5        |

### *Psychometric properties of the measures*

Measurement items are detailed in Table 2. Cronbach's alpha ( $\alpha$ ) values were not less than a threshold value of .60. This shows that the items represent latent structures and internal consistency is sufficient (Hair, Black, Babin & Anderson, 2010). For further analysis, the Kaiser-Meyer-Olkin (KMO) sampling measurement, as suggested by Field (2000), checked whether the distribution of values was adequate for each structure and ultimately each exceeded the 0.50 threshold (ethical climate = 0.637; work-family conflict = 0.798; job stress = 0.700). Kurtosis and Skewness values are between -1.5 and +1.5, that is considered to be a normal distribution (Tabachnick and Fidell, 2007). Also, based on Bartlett's test of sphericity, the multivariate normality of the distribution set is normal for each study variable ( $p = 0.000$ ), indicating a significant value. As a result, the data are suitable for applying factor analysis (Hair, Anderson, Tatham & Black, 1998). As shown in Table 2, as a result of the Explanatory Factor Analysis, it is seen that each item is above the 0.40 threshold value, thus providing convergent validity (Hair, Black, Babin & Anderson 2014; Tabachnick & Fidell, 2007). However, item 4 from ethical climate scale was omitted for further analysis due to its low factor load value.

Finally, the mean and standard deviations were presented in the table 2. The average mean score for ethical climate was calculated as 3.57 which, in general, means the respondents are slightly agree on ethical climate. Second, the average mean score for work-family conflict was calculated as 3.19 which, in general, means the respondents are undecided on work-family conflict and lastly the average mean score for job stress was calculated as 3.04 which, in general, means the respondents are undecided again on job stress factor in the organizations. These results show that some respondents are restless of work-family conflict and stress.

**Table 2. Factors loads, standard deviation, mean and reliability results.**

| Scale items  | Factor Loads | SD   | Mean | $\alpha$    |
|--|--------------|------|------|-------------|
| ETCHICAL CLIMATE   |              |      |      | <b>0,78</b> |
| 1. In our institution, business ethics are stated in writing"                                  | 0,58         | 1,29 | 3,61 |             |
| 2. "I encounter situations that I think do not comply with business ethics in our institution" | 0,62         | 1,28 | 2,77 |             |
| 3. "In our institution, business ethics takes place as a compelling rule"                      | 0,56         | 1,28 | 2,98 |             |
| 5. "Frequent use of mechanisms that reward honesty motivates us in our work"                   | 0,65         | 0,90 | 4,29 |             |



| Scale items   | Factor Loads | SD   | Mean | $\alpha$    |
|---|--------------|------|------|-------------|
| 6. "Customer satisfaction is at the forefront for our company"  | 0,77         | 0,89 | 4,47 |             |
| 7. "It is stated with clear rules that behaviours that do not comply with business ethics will not be tolerated"  | 0,65         | 1,19 | 3,93 |             |
| 8. "In our institution, it is not considered appropriate for employees to give and receive gifts"                 | 0,85         | 1,24 | 2,61 |             |
| 9. "The business ethics values of the business increase the success of the business strategy"                     | 0,48         | 1,38 | 3,80 |             |
| 10. "The ideas suggested by the employees to improve the business ethics model in the organization are rewarded"  | 0,52         | 1,22 | 3,42 |             |
| 11. "I think that there is a safe and healthy work environment in our institution"                                | 0,56         | 1,08 | 3,85 |             |
| <b>WORK-FAMILY CONFLICT</b>   |              |      |      | <b>0,60</b> |
| 1. "The requirements of my job and the requirements of my home, family and social life are mixed with each other" | 0,64         | 1,36 | 3,24 |             |
| 2. "Because of my job, I cannot establish the close relationships I want to have with my family or friends"       | 0,80         | 1,39 | 3,00 |             |
| 3. "I cannot do the things I want to do at home because of my workload"   | 0,74         | 1,25 | 3,21 |             |
| 4. "Because of my job, I am often unable to participate in important family or social activities"                 | 0,71         | 1,36 | 3,32 |             |
| <b>JOB STRESS</b>   |              |      |      | <b>0,82</b> |
| 1. "I feel stressed"  | 0,79         | 1,30 | 2,84 |             |
| 2. "At the end of the day, I feel exhausted and very tired"   | 0,67         | 1,17 | 3,35 |             |
| 3. "There is a tense and stressful environment at my workplace"   | 0,75         | 1,33 | 2,93 |             |

Notes: "All items are measured on five-point Likert scales ranging from 1 = strongly disagree to 5 = strongly agree". "All loadings are significant at the 0.05 level or better"

### *Correlation analysis*

Table 3 shows the correlation values for all constructs. According to these results, it is seen that there is a negative correlation among ethical climate and work family conflict but not significant ( $r = -0.132$ ,  $p > 0.05$ ). Second, there is a negative and significant correlation among ethical climate and work job stress ( $r = -0.233$ ,  $p < 0.01$ ). Although it is not hypothesized in the current work, a positive and significant correlation was found among work-family conflict and stress ( $r = 0.456$ ,  $p < 0.01$ ). Since these values are not higher than 0.90, they are indicative of discriminant validity as well (Tabachnick & Fidell, 2007).



**Table 3. Correlation analysis.**

| Scales               | 1        | 2       | 3    |
|----------------------|----------|---------|------|
| Ethical climate      | 1.00     |         |      |
| Work-family conflict | -0.132   | 1.00    |      |
| Job stress           | -0.233** | 0.456** | 1.00 |
| Mean                 | 3.57     | 3.19    | 3.04 |
| Standard deviation   | 1.17     | 1.34    | 1.26 |

Notes: \*\* $p < 0.01$

### *Hierarchical regression analysis*

As shown in Table 4, hierarchical regression was used to test the proposed hypotheses in the current work. All  $t$ -values over 1.96 are accepted as significant values (Hair et al., 2014). Accordingly, the present study proposed a negative significant relationship among ethical climate and work-family conflict, but the findings did not confirm the relationship between ethical climate and work-family conflict in this context ( $t = -0.34$ ,  $p > 0.05$ ). Thus, Hypothesis 1 was rejected. Secondly, the present study proposed a negative significant relationship among ethical climate and job stress and the study finding confirmed this relationship ( $t = -2.26$ ,  $p < 0.05$ ). Thus, Hypothesis 2 was accepted.

**Table 4. Hierarchical regression test result**

| Hypotheses                             | Beta   | $t$ -value | Sig.  | Result |
|--|--------|------------|-------|--------|
| <i>HYPOTHESIS 1</i>                    |        |            |       |        |
| Ethical Climate → Work-family conflict | -0.033 | -0.34      | 0.736 | REJECT |
| <i>HYPOTHESIS 2</i>                    |        |            |       |        |
| Ethical Climate → Job stress           | -0.218 | -2.26*     | 0.026 | ACCEPT |

Notes: “N = 131; \* $t$  values indicates a statistically significant relationship at the 0.05 level or better”

“Sig: Significance”

## **Conclusion**

A hospitality company’s main objective is to maintain profitability so that it can continue to operate. The quality of service should be continuously improved by hotel businesses in order to fulfill the demands of the fiercely competitive marketplaces. The only way to realize this is to



reduce the impact of the aforementioned difficulties by identifying their potential antecedents. To determine the causes and effects of these difficulties, new empirical research is required in the context of Turkish hotels. Accordingly, the present research proposed the ethical climate as a potential antecedent on the work-family conflict and job stress experienced by frontline employees. The hotel sector is a labor-intensive one and people who work in this sector may experience work-family conflict and work stress because of elements like working conditions (such as long hours, shift work, seasonal work and etc.), low wage policies, high staff turnover, adverse effects from all types of crises, and economic fluctuations because of the characteristics of the tourism industry. These unfavorable circumstances might have an impact on how well they perform at work.

The present study findings depicted that ethical climate had a negative influence on work-family conflict but this relationship was not significant in this hotel context. But this finding could be accepted as consistent with the past research revealed the effects of ethical climate in the organizations (Daskin, 2019; Haldorai et al., 2020; Karatepe, 2013; Zoghbi-Manrique & Guerra-Baez, 2016). There may be some reasons for this result such as the rate of male respondents included in current study was higher; female employees, due to their work and home responsibilities, have more work-family conflict when compared to male counterparts (Daskin, 2019; Kim et al., 2009). People serving in this sector gradually accept the realities of this sector, one of them being the inadequacy of social life and irregular working conditions. In addition, there may be other reasons like cultural context differences, but hotel businesses should know that as a result of this research, work-family conflict was perceived and ethical climate had negative impact on work-family conflict.

Along with this, the result shows that employees who believe that ethical behavior is encouraged, supported, and shared inside the company experience less stress. This result was in line with earlier research (Briggs et al., 2018; Jaramillo et al., 2012; Mulki et al., 2008).

### *Implications*

Maintaining employee commitment, capitalizing on their abilities, and maintaining productivity is crucial for an organization's growth. As the foundation of the Turkish economy, tourism and hospitality businesses must meet the aforementioned obstacles and continue their managerial

development. When an organization is perceived as ethical, it is possible for all stakeholders to create trust, dedication, and effort (DeConinck, 2011; Hosmer, 1997; Karatepe, 2013).

In a similar vein, the results of the current study point to ethical climate as one of the factors that might help employees deal with work-family conflict and workplace stress. Importantly, it is recognized that employees who work in an environment where moral behavior and attitudes are valued experience less stress, which may help them remain motivated in challenging situations. As a result, it is believed that the moral climate of the workplace influences employees' moral thinking, which may increase their level of job engagement and social responsibility. Therefore, essential steps should be made by the hotel organizations to promote more ethical job climates in Turkish hotel work settings. When managing a hotel or overseeing a team of employees, hotel organizations and supervisors should take the effort to comply with laws and professional codes. In addition, supervisors should also grant subordinates autonomy and discretion so they can demonstrate their own moral convictions when making decisions or carrying out tasks. Accordingly, ethics trainings for the personnel working in the hotel departments.

An essential question is how individuals and couples may meet their multiple demands and duties while juggling work and family. Some researchers contend that a number of workplace strategies, including the nature of jobs in the workplace, business culture, work environment, flexible working arrangements, autonomy, remote working, encouraging peers and managers, and a number of integrated human resources practices, can give employees the freedom to set their own working boundaries, resulting in the achievement of work-life balance and the reduction of work-family conflict (Abstein & Spieth, 2014). The organizations should create better working circumstances for female employees who balance work and family duties. Establishing a work environment that is family-friendly and better recognizes this by offering on-site childcare, flexible shift schedules, and family leave would be more likely to reduce conflict. Offering family-friendly benefits at work is also a successful strategy for recruiting top performers for open positions and keeping tenured staff. Another implication would be using mentors to support employees by providing them with immediate support for resolving conflicts at the junction of work and home life.



Along with this, job stress that is extreme and ongoing might have serious consequences on lodging facilities. The importance of this issue cannot be overstated, as ongoing and excessive stress will have a severe impact on the physical, psychological, and behavioral elements of the workers and will prevent their productivity. The staff turnover rate will become apparent if no explanation is found for this circumstance. In this regard, the businesses should take some actions like social assistance, employment enrichment, stress management classes, improving the physical conditions of the workplace, an equitable and adequate pay system and etc. A job analysis may be a useful tool for both recovering the job itself and fulfilling the expectations of the workforce. In order to accommodate technology use and other factors, organizations could modify their working environments.

#### *Limitations and future research directions*

Like other studies, the current work has a few limitations due to time and data collection restrictions, because the current work was organized as an introductory one in itself. A qualitative dimension was unable to be used in this study. In-depth interviews and careful observation should be the focus of future study in this area in order to give a more thorough understanding of the effects of ethical climate. The data was collected from more than 10% of the total number of frontline employees but more participants could make the study findings stronger. Also, more research on frontline workers in Türkiye is required to verify the results of the current study, widen its coverage, and draw generalizations. Hotels were the only service environment used in the current study to test the linkages. It would be beneficial to replicate this study in other service sectors such dining establishments, airlines, and travel agencies in order to cross-validate the existing findings. Last but not least, including job resources like organizational learning, character qualities, or supervisory support in the study model in follow-up studies would add to our understanding of the factors that moderate the aforementioned employee outcomes.

## References

- Abstein, A., & Spieth, P. (2014). Exploring HRM meta-features that foster employees' innovative work behaviour in times of increasing work–life conflict. *Creativity and Innovation Management*, 13 (2), 213-225.
- Aksu, A., Bahtiyar, D., Deveci, I., & Koç, Y. (2016). Calculating the Cost of Turnover at 5-Star Hotels in Türkiye between 2000 and 2016. *TURIZAM*, 20(4), 168-179.
- Anbazhagan, A., Rajan, L. S., & Ravichandran, A. (2013). Work stress of hotel industry employees in Puducherry. *Asia Pacific Journal of Marketing & Management Review*, 2(5), 85-101.
- Aydemir, M. (2006). The ethical perceptions of small business owners. *Journal of Administrative Sciences*, 4(2), 219-228.
- Babin, B.J., & Boles, J.S. (1998). “Employee behavior in a service environment: A model and test of potential differences between man and woman”. *Journal of Marketing*, 62 (April), 77-91.
- Balcı, E. & Kopar, B.D. (2022). The Relationship Between Work and Family Life of Married Female Tourist Guides: Ankara Chamber of Tourist Guides Case. *Tourism Academic Journal*, 9 (1), 253-272.
- Ballı, E., & Ballı, A.İ.K. (2017). Investigation of The Organizational Ethical Climatic Perceptions Of Hotel Employees. *Journal of Social Sciences and Humanities*, 9(2), 49-64.
- Ballout, H. I. (2008). Work-family conflict and career success: The effects of domain-specific determinants. *Journal of Management Development*, 27(5), 437-466.
- Bani-Melhem, S., Abukhait, R. M., Shamsudin, F. M. (2020). Does job stress affect innovative behaviors? Evidence from dubai five-star hotels. *Journal of Human Resources in Hospitality & Tourism*, 1-25.
- Bora, D., & Perzin N. Ş. (2022). *Career Obstacles in Tourism Businesses*. (In book: *Tourism and Career*, pp.17-46), Detay Published, Ankara.
- Briggs, E., Jaramillo, F., & Weeks, W. A. (2012). The influences of ethical climate and organization identity comparisons on salespeople and their job performance. *Journal of Personal Selling and Sales Management*, 32(4), 421-436.
- Bütün, M. (2011). The Mediating Role of Job Stress on Nepotism and Job Satisfaction Relationship. *Dumlupınar University Journal of Social Sciences*, 29,175-184.
- Casper, W.J., Harris, C., Taylor-Bianco, A. and Wayne, J.H. (2011). Work–Family Conflict, Perceived Supervisor Support and Organizational Commitment Among Brazilian Professionals, *Journal of Vocational Behavior*, 4, 1-13.
- Chen, H. , Ayoun, B. & Eyoun, K. (2018). Work-family conflict and turnover intentions: A study comparing China and U.S. hotel employees. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 247–269.



- Cheng, M.Y., & Wang, L. (2014). The mediating effect of ethical climate on the relationship between paternalistic leadership and team identification: A team-level analysis in the Chinese context. *Journal of Business Ethics*, 129, 639-654.
- Chiang, F. F.T., Birtch, T.A. & Kwan, H. K. (2010). "The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29, 25-32.
- Chung, E. K., Jung, Y. & Sohn, Y. W. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Safety Science*, 98, 89-97.
- Cullen, J.C., Silverstein B.A. & Foley M.P. (2008). Linking biomechanical workload and organizational practices to burnout and satisfaction. *Journal of Business and Psychology*, 23 (1-2), 63-71.
- Zelik, S. (2010). The Relationship of the Application of Business Ethics with Employee Satisfaction. *Turkish Journal of Business Ethics*, 3(5), 21-40.
- Daskin, M. (2016). The Role of Leadership Style on Frontline Employees' Perceived Ethical Climate, Polychronicity and Service Recovery Performance: An Evaluation from Customer Service Development Perspective. *Journal of Entrepreneurship and Innovation Management*, 5(2), 125-158.
- Daskin, M. (2019). The role of work self-efficacy on female frontline employees' work-family conflict and perceived politics in Turkish hotel context: Moderating role of tenure. *Journal of Spatial and Organizational Dynamics*, 7(2), 188-208.
- Daskin, M. & Yilmaz, O.D. (2015). Critical antecedents to service recovery performance: some evidences and implications for service industry. *International Journal of Management Practice*, 8(1), 70-97.
- Davidson, M., Manning, M., Timo, N., & Ryder, P. (2001). The dimensions of organizational climate in four and five-star Australian hotels. *Journal of Hospitality and Tourism Research*, 25, 444-461.
- DeConnick, J. (2011). The Effects of Ethical Climate on Organizational Identification, Supervisory Trust, and Turnover among Salespeople, *Journal of Business Research*, 64, 617-624.
- Demir, M. (2014). The Relationship Between Ethical Climate and Job Performance in Hotel Businesses. *Journal of Entrepreneurship and Development*, 9 (2), 375-393.
- Dimitriou, C.K., & Ducette, J.P. (2018). An analysis of the key determinants of hotel employees' ethical behavior. *Journal of Hospitality and Tourism Management*, 34, 66-74.
- Elci, M., & Alpan, L. (2009). The impact of perceived organizational ethical climate on work satisfaction, *Journal of Business Ethics*, 84(3), 297-311.



- Eğri, T., & Sunar, L. (2010). Studies on Business Ethics in Türkiye: Current Situation and Tendencies. *Turkish Journal of Business Ethics*, 3(5), 41-67.
- Field, A. (2000). *Discovering Statistics using SPSS for Windows*. London – Thousand Oaks – New Delhi: Sage publications.
- Genç, S. G., Genç, V., & Gьmьş, M. (2016). The Effect of Emotional Intelligence on Job Stress and Work Life Balance in Hotel Businesses. *Journal of Life Sciences*, 6(2/1), 97-112.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis*. Upper Saddle River, NJ: Prentice-Hall.
- Hair, J. F., Black, W. C., Babin, B., & Anderson, R. E. (2010). *Multivariate Data Analysis*, 7th Edition. Upper Saddle River, NJ, USA: Prentice - Hall.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2014). *Multivariate data analysis* (7th ed.). Upper Saddle. River, NJ: Prentice-Hall, Inc.
- Haldorai, K., Kim, W. G., Chang, H., & Li, J. (2020). Workplace spirituality as a mediator between ethical climate and workplace deviant behavior. *International Journal of Hospitality Management*, 86, 1–11. <https://doi.org/10.1016/j.ijhm.2019.102372>.
- Hosmer, L.T. (1997). Why Be Moral? A Reply to Shaw and Corvino, *Business Ethics Quarterly*, 7(4), 137–143.
- Jaramillo, F., Mulki, J. P., & Boles, J.S. (2013). Bringing Meaning to the Sales Job: The Effect of Ethical Climate and Customer Demandingness. *Journal of Business Research*, 66(11), 2301-2307.
- Jung, S.H., Namkung, Y., & Yoon, H.H. (2010). The effects of employees' business ethical value on person–organization fit and turnover intent in the foodservice industry. *International Journal of Hospitality Management*, 29(3), 538-546.
- Jung, H. S., Yoon, H. H. & Kim, Y. J. (2012). Effects of culinary employees' role stress on burnout and turnover intention in hotel industry: moderating effects on employees' tenure. *The Service Industries Journal*, 32(13), 2145-2165.
- Kale, A. & Akgьndьz, Y. (2019). The Relation Between The Organizational Citizenship Behaviors, Job Stresses, and Turnover Intentions of The Employees Working in Hotel Businesses: An Application in The City Of Mersin. *Journal of Tourism Economics and Business Studies*, 1(1), 31-49.
- Karatepe, O.M. (2013). Linking perceived ethical climate to performance outcomes: the mediating role of job embeddedness. *Economic Research*, 26(4), 77–90.
- Kendir, H (2020). The Moderator Role of Department in The Effect of Hotel Employees' Job Stress on the Turnover Intention. *Journal of Business Research-Turk*, 12(4), 3421-3432.



- Kim, B., Murrmann, S., & Lee, G. (2009). Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees. *International Journal of Hospitality Management*, 28(4), 612-619.
- Kottke, J. L., & Pelletier, K. L. (2013). Measuring and Differentiating Perceptions of Supervisor and Top Leader Ethics. *Journal of Business Ethics*, 113(3), 415-428.
- Lee, Y.K.; Kim, S.H.; Banks, H.S.C.; Lee, K.H. (2015). An ethical work climate and its consequences among food-service franchise employees. *Asia Pacific Journal of Tourism Research*, 20, 1286–1312.
- Lee, L. Y. S., & Tsang, N. K. (2013). Perceptions of tourism and hotel management students on ethics in the workplace. *Journal of Teaching in Travel & Tourism*, 13(3), 228–250.
- Lu, C.S., & Lin, C.C. (2014). The effects of ethical leadership and ethical climate on employee ethical behavior in the international port context. *Journal of Business Ethics*, 124, 209-223.
- Lopez, T. B., Babin, B. J., & Chung, C. (2009). Perceptions of Ethical Work Climate And Person-Organization Fit Among Retail Employee in Japan and the US: A Cross-Cultural Sacle Validation. *Journal of Business Research*, 62, 594-600.
- Lu, C.S., & Lin, C.C. (2014). The effects of ethical leadership and ethical climate on employee ethical behavior in the international port context. *Journal of Business Ethics*, 124, 209–223.
- 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.
- Muğla Provincial Directorate of Culture and Tourism. (2018). Tourism Statistics. <https://mugla.ktb.gov.tr/TR-73710/turizmistatistikleri.html>.
- Nedkovski, V., Guerci, M., De Battisti, F., & Siletti, E. (2017). Organizational ethical climates and employee's trust in colleagues, the supervisor, and the organization. *Journal of Business Research*, 71, 19-26.
- Oh, S. Y. (2022). Effect of Ethical Climate in Hotel Companies on Organizational Trust and Organizational Citizenship Behavior. *Sustainability* 14,7886. Doi: <https://doi.org/10.3390/su14137886>.
- O'Neil, J. W., Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management*, 30, 385-390.
- Parasuraman, S. & Greenhaus, J. H. (2002). Toward reducing some critical gaps in work–family research. *Human Resource Management Review* 12, 299–312.
- Sarı, Y. & Doğantekin, A. (2016). A Research on Relationship Between Organizational Ethical Climate and Organizational Cynicism in Accommodation Establishments. *Journal of Business Reserach Turk*, 8(3), 222-250. Doi: 10.20491/isarder.2016.198.

- Serinikli, N. (2019). The Mediating Role of Organizational Commitment in the Effect of Job Stress on Turnover Intention. *Business and Economics Research Journal*, 10(4), 915-928. doi: 10.20409/berj.2019.210.
- Sousa, C., Chambel, M. J., & Carvalho, V. S. (2018). Support in Work Context and Employees' Well-Being: The Mediation Role of the Work- Family Conflict. *Journal of Spatial and Organizational Dynamics*, 6(1), 4-18.
- Tabachnick, B.G., & Fidell, L.S. (2007) *Using Multivariate Statistics*; Allyn & Bacon/Pearson Education: Boston, MA, USA.
- Trevino, L.K., Butterfield, K.D., & McCabe, D.L. (1998). The ethical context in organizations: Influence on employee attitudes and behaviors. *Business Ethics Quarterly* 8, 447-476.
- Tseng, F.C., & Fan, Y.J. (2011). Exploring the influence of organizational ethical climate on knowledge management. *Journal of Business Ethics*, 101, 325-342.
- Tongchaiprasit, P. & Ariyabuddhiphongs, V. (2016). Creativity and turnover intention among hotel chefs: the mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33- 40.
- Tuna, M. & Yeşiltaş M. (2014). The Effect of Ethical Climate, Work Alienation and Organizational Identification on Turnover Intention: A Research on Hotel Establishments. *Anatolia: A Journal of Tourism Research*, 25(1), 105-117. Doi: 10.17123/atad.vol25iss110650.
- Turan, 3., Elzi, M. & Eminoglu, G.M. (2021). Perceptions of Organizational Silence, Ethical Climate and Ethical Leadership By Green and Non-Green Hotel Employees. *Erciyes University Journal of Faculty of Economics and Administrative Sciences*, 60,145-160. Doi: 10.18070/erciyesiibd.947363.
- Vong, L.T. & Tang, W.S. (2017). The mediating effect of work–family conflict in the relationship between job stress and intent to stay: The case of tourism and hospitality workers in Macau. *Journal of Human Resources In Hospitality & Tourism*,16(1), 39–55.
- Voydanoff, P. (2008). *A Conceptual Model Of The Work-Family Interface*: 37-55. In Lero, D., Korabik, D.S., Karen, K. (Eds), *Handbook of Work-Family Integration: Research, Theory, and Best Practices*, Whitehead, E-Book, Academics.
- Wong, S. (1998). Staff job-related ethics of hotel employees in Hong Kong. *International Journal of Contemporary Hospitality Management*, 10(3), 107–115.
- Yiwen, Z., Lepine, J. A., Buckman, B. R., & Feng, W. E. I. (2014). It's not fair = or is it? The role of justice and leadership in explaining work stressor-job performance relationships, *Academy of Management Journal*, 57(3), 675–697.
- Zoghbi-Manrique-de-Lara, P., & Guerra-Baez, R. (2016). Exploring the Influence of Ethical Climate on Employee Compassion in the Hospitality Industry. *Journal of Business Ethics*, 133(3), 605–617. <https://doi.org/10.1007/s10551-014-2415-1>.