

## The Effect of Ethical Climate on Organizational Exclusion

Neslihan KAN SÖNMEZ<sup>1</sup>, Ercan KARAÇAR<sup>2</sup>, Samir ABDUZADA<sup>3</sup>, Onur ÇELEN<sup>4</sup>

<sup>1</sup>Associate Professor, Harran University, Tourism Faculty, Department of Recreation Management, 63250 Şanlıurfa, Türkiye. [neslihankan@harran.edu.tr](mailto:neslihankan@harran.edu.tr), ORCID ID: 0000-0001-6198-8129

<sup>2</sup>Associate Professor Doctor, Sinop University, Tourism Faculty, Department of Recreation Management, 57000 Sinop, Türkiye. [ekaracar@sinop.edu.tr](mailto:ekaracar@sinop.edu.tr), ORCID ID: 0000-0002-1124-9667

<sup>3</sup>Anadolu University, Department of Tourism Management, 26000, Eskişehir/Türkiye. [samirislamoglu@gmail.com](mailto:samirislamoglu@gmail.com)

<sup>4</sup>Lecturer (Ph.D.), Bursa Uludağ University, Harmanlık Vocational School, Department of Hotel-Restaurant and Catering Services, 16770 Bursa, Türkiye. [onurcelen@uludag.edu.tr](mailto:onurcelen@uludag.edu.tr), ORCID ID: 0000-0003-4601-2173

**Corresponding Author:** Onur ÇELEN Email: [onurcelen@uludag.edu.tr](mailto:onurcelen@uludag.edu.tr)

---

### ABSTRACT

*The purpose of this paper is to explore to determine the effect of ethical climate on organizational exclusion, it is thought that there is a negative relationship between ethical climate and organizational exclusion. In this context, it is thought that ethical climate will have a positive effect on employees. At the same time, ethical climate, which will have positive results for employees, has positive effects for businesses that want to increase their profits and ensure their sustainability. Especially in the tourism sector, which is labor-intensive and interacts with customers one-to-one, the ethical climate to be created will bring positive results and success with it. These ideas put forward are reflected in the relevant literature. This study contributes to the literature and the sector since it is conducted in the field of tourism, which is a service sector, and presents results that can be applied. In this study, ethical climate types are considered as a whole. In this case, results could not be obtained on which of the ethical climate types are more effective. For this reason, determining the effects of ethical climate types separately and determining which ethical climate is more effective than others will contribute to the literature and the sector.*

*Keywords: Ethical Climate, Organizational Exclusion, Tourism*

---

### INTRODUCTION

In recent years, one of the most emphasized issues in the workplace is ethical climate. Ethical climate affects the relationships within the organization and the behaviors of employees. Positive and negative ethical climate views of employees towards themselves and their supervisors can affect the behavior of employees and the quality of work. Especially in tourism, which is a service sector, the perceived ethical climate affects the service quality of employees. In the tourism sector, where employees and customers are in face-to-face communication, the presence of an ethical climate in the working environment may reflect positively on customers, while the absence of an ethical climate in the working environment reflects negatively on customers. In organizations with an ethical climate, employees tend to help each other. In organizations where there is no ethical climate, problems occur between employees and this situation causes a stressful work environment.

Organizational exclusion can be defined as an individual being ignored by other employees at work or being pushed out of the organization by other employees (Artar et al., 2019:1419). With the social exchange theory, which emphasizes the norm of reciprocity (Çetin & Şentürk, 2016:244) and the social learning theory, which is based on the basic principle of mutual determinism (Bahar, 2019:239), it is seen that organizational ethical climate will be formed as a result of mutual ethical behaviors. It is known that with the formation of an organizational ethical climate, employees' levels of trust, commitment and job satisfaction will increase. Therefore, it is thought that organizational ethical climate will have a significant negative effect on organizational exclusion. Doğan and Kılıç (2014) emphasize that each organization has a different type of ethical climate atmosphere and that climate types affect the management of organizations, how they will carry out the work to be done in ethical areas and how they will solve the problems by using what kind of method.

Determining which types of ethical climate organizations have and which type of ethical climate is more affected by organizational exclusion will provide results that will contribute to the problem of organizational exclusion caused by ethical climate in the tourism sector working environment and to the related literature.

## **CONCEPTUAL FRAMEWORK**

### **Ethical Climate**

Before explaining what the concept of ethical climate is, it would be more useful to explain the concepts of ethics and climate in order to understand the concept of ethical climate. When we look at the origin of the word ethics, it is seen that it comes from the Greek word “ethos” which means “character” (Demir and Karakuş, 2015:184). The concept of “ethics”, which is derived from the word “ethos”, focuses on the ideal and abstract, and is the result of the examination of moral values and rules. In this context, the concept of ethics is based on more philosophical foundations than social moral rules (Büte, 2011:171).

The concept of climate is a Greek word that means tendency and orientation. According to the business literature, climate describes how business members evaluate the internal and external environment of the organization. According to another definition, climate refers to how employees perceive the current state of the organization and the quality of organizational life (Aksoy et al., 2017:135). Ethical climate can be defined as the dominant perceptions of typical organizational practices and procedures with ethical content (Elçi et al., 2015:589). According to Tuna and Yeşiltaş (2014), ethical climate constitutes one of the important factors affecting the relationships within the organization and the behaviors of employees and, accordingly, organizational results. Ethical work environment includes typical organizational practices and procedures that are ethical (Lau et al., 2017:21).

Ethical climate consists of ethical climate and behaviors and shows the behaviors expected from the employees in the organization. Ethical climate is the explanatory factor of ethical behaviors in organizations. The frequency of implementation of the behaviors created in the context of ethical climate by employees shows that the ethical climate is accepted to that extent. Ethical climate, which undertakes the task of reducing conflicts arising within the organization, supports behaviors with moral standards and forms a part of the organizational culture that attaches importance to ethical values. Ethical climate not only answers the question “what constitutes right or wrong?” in an organization, but also serves as a reference for employees on how to reveal right or wrong (Şahin & Dündar, 2011:130; Demir & Karakuş, 2015:185).

The concept of ethical climate, which is used to explain and predict ethical behavior in organizations, was first developed by Bart Victor and John Cullen in 1988. As a result of the research, Victor and Cullen found that due to the ethical climate of the organization, employees learn the behaviors expected of them and act in this way and adapt to their environment. The study also emphasized that each organization has a different ethical climate due to its structure. The fact that each organization has a different type of ethical climate atmosphere affects the management of the organizations, how they will carry out the work to be done in ethical areas and how they will solve the problems by using what kind of method. (Doğan and Kılıç, 2014:271-272).

Örgütlerde etik davranışı açıklamak ve öngörmek için kullanılan etik iklim kavramı ilk olarak 1988 yılında Bart Victor ve John Cullen tarafından geliştirilmiştir. Araştırma sonucunda Victor ve Cullen, örgütün etik iklimi nedeniyle çalışanların kendilerinden beklenen davranışları öğrendiklerini ve bu şekilde hareket ettiklerini ve çevrelerine adapte olduklarını saptamışlardır. Çalışmada her organizasyonun yapısı nedeniyle farklı bir etik iklime sahip olduğuna da vurgu yapılmıştır. Her örgütün farklı türde bir etik iklim atmosferine sahip olması, örgütlerin yönetimini, etik alanlarda yapılacak olan çalışmaları nasıl gerçekleştireceklerini ve sorunları nasıl bir yöntem kullanarak çözüme ulaştıracaklarını etkilemektedir. (Doğan ve Kılıç, 2014:271-272). Victor and Cullen were influenced by Fritzsche, Becker and Williams' Ethical theory, Kohlberg's Moral development and Schneider's Sociocultural Theory of Organizations (Özen & Durkan, 2016:596). Victor and Cullen created an ethical climate matrix consisting of nine factors. This matrix consists of three ethical criteria, egoism, benevolence and primitivism, and different levels of analysis at individual, local and universal levels (Tekin & Çelik, 2017:74). The ethical climate matrix is shown in the table below. The concept of ethical climate, which is used to explain and predict ethical behavior in organizations, was first developed by Bart Victor and John Cullen in 1988.

**Table 1:** Ethical Climate Matrix

		ANALYSIS LEVEL		
		Personal	Organizational	Universal
ETHICAL CRITERIA	Egoism	Personal Interest	Institutional Interest	Productivity
	Benevolence	Friendship	Team Benefit	Social Responsibility
	Principledness	Personal Code of Ethics	Organizational Rules and Procedures	Laws and Professional Codes

**Kaynakça:** Victor ve Cullen, 1988:104

As seen in Table 1, climate types can be listed as egoism, benevolence and principlism. In the egoistic ethical climate type, it is seen that personal interest is tried to be maximized under all circumstances (Tekin & Çelik, 2017:76). The egoism approach is based on the philosophy of moral egoism, which means that the individual's self-interest will dominate the thinking process (Elçi & Alpan, 2006:144). In this type of climate, norms trigger individuals to perform behaviors that are positive for their own welfare. Therefore, the welfare and interests of other individuals in the organization are not taken into account and considered. In organizations with this climate type, employees may feel that the organization they are in does not comply with social ethical expectations (Aydan & Kaya, 2018:202).

In the benevolence climate type, employees also take into account the well-being and interests of other individuals inside and outside the organization (Aksoy et al., 2017:138). The typical characteristics of groups in the benevolent climate type make it possible to establish a positive/positively impressive atmosphere among the members of the organization (Tekin & Çelik, 2017:75). In principled ethical climate, it is assumed that the basic needs used in moral decision-making focus on complying with some principles governing behavior (Akdoğan & Demirtaş, 2014:110). In this type of climate, when faced with an ethical dilemma, the decision maker generally accepts decisions by adhering to rules and codes (Aydan & Kaya, 2018:202).

### Organizational Exclusion

The first person to use the concept of exclusion was Lenoir, the French Minister of Social Affairs during the Chirac government. Lenoir considers not only the poor but also the mentally and physically disabled, substance abusers, abused children, the very old, suicidal people, criminals, a-socials, marginalized people, problematic families, single-parent families and other socially maladaptive people as excluded (Çelik and Koşar, 2015:48). The concept of exclusion is generally defined as being ignored and ignored. In general, exclusion is carried out without requiring a clear explanation or explicit negative attention (Dönmez and Mete, 2018:353). In short, exclusion is defined as a factor that causes stress and psychological discomfort among people (Wu et al., 2012:178-179). Organizational exclusion can be defined as the personal perception of individuals who are ignored by their colleagues or excluded from the group (Soybalı & Pelit, 2018:227).

According to another definition, organizational exclusion can be defined as an individual being ignored by other employees at work or being excluded by other employees (Artar et al., 2019:1419). In organizations, exclusion can occur in the form of depriving the individual of intra-organizational relationships and support, isolating the individual by excluding him/her from teammates, not including him/her in organizational decisions, not giving information about important meetings and issues and hiding them from the individual (Özler & Yıldırım, 2018:56). Many factors within the organization can cause exclusion. These factors can be listed as leader type, management style, organizational practices, etc. (Artar et al., 2019:1419). The phenomenon of exclusion is upsetting and not welcomed as a pleasant situation due to the nature of human beings and the need to be included in the group. This situation is encountered more often, especially in organizations where the need for communication with employees should be stronger (Wu et al., 2011:29).

The perception of exclusion at work is a relative concept. A situation that is perceived as exclusion by one person may not be perceived as exclusion by another person (Zhao et al., 2013:219). In organizations, exclusion can occur in both formal and informal ways. Situations such as restricting the rights and authorities of employees, not involving employees in decisions to be taken on behalf of employees, and trying to take power away from employees within the organization

can be given as examples of formal exclusion. Non-formal exclusion is when groups deprive some people of activities such as group activities, tea and coffee breaks, meal intervals, routine visits (Tutar et al., 2018:181). Exclusion in the workplace affects many behaviors such as decreased individual and organizational performance, counterproductive work behavior, organizational citizenship behavior, turnover intention, and organizational identification (Soybalı & Pelit, 2018:227).

### **The Impact of Ethical Climate on Organizational Exclusion**

It is seen that studies have been conducted on the effects of ethical climate on job satisfaction (Çekmecelioğlu, 2007; Çevirgen & Üngüren, 2009, organizational commitment (Akbaş, 2010; Demirdağ & Ekmekçioğlu 2015), organizational trust (Büte, 2011; Eren & Hayatoğlu, 2011), turnover intention (Tuna & Yeşiltaş, 2014; Çekmecelioğlu, 2007), organizational exclusion (Akçakanat & Uzunbacak, 2018). In line with these studies, it is seen that ethical climate has a positive relationship with organizational commitment and organizational trust. On the other hand, ethical climate has a negative relationship with turnover intention and organizational exclusion. In line with the studies, it is seen that in organizations where ethical climate is given importance, organizational commitment, organizational trust level is high and turnover intention is low. Therefore, it can be said that organizational ethical climate has a negative effect on organizational exclusion.

It is also possible to explain the relationship between ethical climate and organizational exclusion according to social exchange theory. The social exchange theory emphasizes the norm of reciprocity and argues that when a positive behavior is exhibited towards a person in social exchanges, an obligation arises for this person to show an undetermined positive behavior in return (Çetin & Şentürk, 2016:244). In this case, it is known that an ethical behavior will be exhibited in response to the ethical climate. In this context, it can be said that organizational ethical climate will have a negative effect on organizational exclusion.

It is also possible to explain the relationship between ethical climate and organizational exclusion in line with social learning theory. Social learning theory is based on the basic principle of mutual determinism. In the mutual determinism model, there is a mutual interactional causality relationship between the person, his/her behaviors and his/her environment (Bahar, 2019:239). In this context, the ethical behavior of the management towards employees and employees towards each other leads to the formation of an ethical climate in the organization. While the ethical climate increases organizational commitment and trust in managers, it negatively affects organizational exclusion.

Peterson (2002) concluded in his study that a benevolent ethical climate negatively affects unethical behavior at work. Cullen et al. (2003) concluded in their study that a benevolent ethical climate is likely to promote positive organizational effects. The study also concluded that a benevolent ethical climate positively affects cooperation among employees, mutual communication and harmony within the organization. Therefore, it can be said that benevolent ethical climate has a negative effect on organizational exclusion.

Parboteeah and Kapp (2008) revealed in their study that the laws in the organization are against unethical behaviors in the organization. The study also concluded that principled ethical climate has a positive effect on trust and commitment to the organization. Therefore, it can be said that principled ethical climate has a negative effect on organizational exclusion.

According to Samnani and Singh (2012), in organizations dominated by egoistic climate type, individuals only think about themselves. In organizations dominated by egoistic climate type, the welfare of other employees is not considered and positive relationships cannot be established between employees. Promislo et al. (2012) concluded in their study that stress levels are high in organizations dominated by egoistic climate type. The increase in stress level negatively affects the relationships between employees. Therefore, it can be said that egoistic climate type has a positive effect on organizational exclusion.

### **LITERATURE REVIEW**

In the literature on ethical climate, it is seen that there are studies revealing the relationships between ethical climate and job satisfaction, organizational commitment, organizational trust, employee performance, mobbing, ethical leadership, alienation from work, and organizational exclusion. Some of the studies in the literature on ethical climate are shown below.

Çekmecelioglu (2007) conducted research on the organizational climate that supports creativity and the effects of this climate on satisfaction at work and intention to quit. In this study, the effects of variables such as organizational encouragement, management support, team support, and job challenge on satisfaction at work and turnover intention were investigated. According to the results of the research, it was determined that an organizational climate that gives importance to creativity has some effects on job satisfaction and turnover intention. In the research, it was concluded that the variable of management support, which is one of the climate factors, positively affects job satisfaction and negatively affects turnover intention. In the research, it is seen that job satisfaction is positively affected positively and turnover intention is negatively affected negatively in an organizational climate that gives importance to cooperation. In Gök's (2009) study on the effect of organizational climate on employee motivation, it was concluded that positive organizational climate has positive results on motivation. In the study, it is seen that the variables of education level, salary and working time affect the relationship between organizational climate and motivation. However, it should be noted that this effect is low. Similar to the views in the literature, this study also found that organizational climate has a positive effect on motivation. However, contrary to expectations, this effect is not a strong effect.

In their study, Çevirgen and Üngüren (2009) focused on determining the relationship between ethical climate and job satisfaction in the hospitality industry. One of the main results of the study is that there is a positive relationship between ethical climate and job satisfaction of employees. Another result obtained in the study is that the existing perceptions of the employees towards ethical climate and job satisfaction levels differ according to the department and position of the employee. The fact that businesses have written ethical rules, produce policies on this issue, determine sanctions for those who do not act in accordance with ethical behaviors, and that the organizational management consistently implements the determined principles without compromising, have a positive effect on the job satisfaction of the employees.

Akbaş (2010) examined the effect of organizational ethical climate on organizational commitment in large-scale furniture industry in Kayseri. In the study, it is seen that it has a positive effect on all dimensions of organizational commitment. In this context, it is concluded that the most influential ethical climate dimension is principled ethical climate. As emphasized in the hypothesis of the study, it was seen that productivity ethical climate has a positive effect on commitment dimensions, not a negative effect. Another finding of the study is that social responsibility ethical climate does not have a statistically significant

Büte (2011) investigated the relationship between ethical climate, organizational trust and individual performance on the employees of a synthetic sack manufacturing company in Gaziantep. According to the results of the study, it was revealed that ethical climate has a strong and positive effect on employees' organizational trust. The study also found that ethical climate has a positive effect on individual performance. However, the effect of ethical climate on organizational trust is stronger than its effect on individual performance

Şahin and Dündar (2011) examined the relationship between ethical climate and mobbing in the health sector. In the study where the relationship between mobbing and ethical climate was investigated, it was concluded that there was no significant relationship between mobbing and ethical climate. At the same time, it was concluded that ethical climate does not discriminate between the groups exposed to mobbing and not exposed to mobbing. In the study, it is seen that there is a significant relationship between the duration of employment and benevolent and principled ethical climate. In their study, Eren and Hayatoğlu (2011) revealed how the perceptions of ethical climate of the employees working in the sales department of the companies operating in the pharmaceutical industry affect their job satisfaction, trust in the manager and their commitment to the organization, and how and in which direction these interactions direct the job performances of the employees. In the study, it was concluded that as the ethical climate perceptions of salespeople regarding their work environment increase, their commitment to the organization, their trust in managers and their job performance increase. On the other hand, no significant relationship was found between ethical climate and job satisfaction. Another result obtained is that as the salespeople's trust in managers increases, their commitment to the organization and job satisfaction increase.

In Akkoç's (2012) study, the effect of development culture and ethical climate, which are extrinsic organizational cultures, on employees' innovative behaviors and the mediating role of distributive justice in this effect were revealed. In this context, a survey was conducted with 576 employees in the aerospace industry in Ankara and Eskişehir. Based on the survey results, it is concluded that developmental culture is related to innovative behavior and innovative bAkkoç (2012) study reveals the effect of developmental culture and ethical climate, which are external organizational cultures, on employees' innovative behavior and the mediating role of distributive justice in this effect. In this context, a survey

was conducted with 576 employees in the aerospace industry in Ankara and Eskişehir. Based on the results of the survey, it is concluded that development culture is related to innovative behavior and actively and significantly encourages innovative behavior. It is also concluded that development culture is related to distributive justice and has a positive and significant effect on distributive justice. It was determined that ethical climate is related to innovative behaviors and can positively and significantly encourage innovative behaviors. It was revealed that ethical climate positively and significantly increases the perception of distributive justice. Another result of the study is that distributive justice is related to innovative behavior and positively and significantly increases innovative behavior.

Özbağ (2012), in his study to determine the effects of organizational climate on the perception of support for innovation, the dimensions of organizational climate such as organizational encouragement, management support, flexibility of participation, communication, team support and autonomy were discussed. In the study, it is seen that the researched dimensions of organizational climate have positive results on the perception of support for innovation. The study also reveals that climate can support innovation efforts with its positive motivational effects on employees.

Sayğan and Bedük (2013) examined the relationship between the announcement of unethical behaviors and ethical climate. In this context, 123 research assistants working in state universities were surveyed. In the study, it was concluded that there was no significant relationship between the disclosure of unethical behaviors and egoistic ethical climate, principled ethical climate and ethical climate. In the study, it was concluded that there is a significant relationship between revealing unethical behaviors and benevolent ethical climate, although not at a strong level.

Akdoğan and Demirtaş (2014) examined the relationship between ethical leadership behaviors and ethical climate types and investigated the mediating variable role of organizational political perceptions in the process. As a result of the study, it was revealed that ethical leadership behaviors have positive effects on ethical climate. At the same time, it was concluded that ethical leadership behaviors negatively affect organizational political perceptions. Except for the independent ethical climate dimension, it was concluded that the concept of organizational politics played a mediating role between ethical leadership behaviors and ethical climate in other sub-dimensions of ethical climate.

Tuna and Yeşiltaş (2014) investigated the effects of ethical climate on turnover intention, organizational identification and job alienation. In this context, research was conducted among five-star hotel establishments in Antalya and Ankara. In the study, it was concluded that there is a positive relationship between job alienation and turnover intention. In the study, it was found that there was a negative and inverse relationship between identification and turnover intention. Another conclusion of the study is that there is an inverse relationship between self-interest ethical climate, which represents the determinant that is concerned only with its own interests, and organizational identification.

Demirdağ and Ekmekçioğlu (2015) conducted a study to reveal the relationship between ethical leadership and ethical climate with organizational commitment. In this context, a survey was conducted on 76 people operating in the automotive supply industry. As a result of the study, it was revealed that there is a positive relationship between ethical leadership and ethical climate. At the same time, it was determined that ethical leadership and ethical climate have a positive relationship with organizational commitment. Another result obtained is that the relationship between ethical leadership and organizational commitment is higher than ethical climate.

Akçakanat and Uzunbacak (2018) investigated the relationship between perceived organizational ethical climate and organizational exclusion of individuals working in libraries and found that there is an inverse relationship between organizational ethical climate and organizational exclusion. Exposure to exclusion for reasons such as mobbing, disclosure, aggressive behaviors and harm is less common in organizations with an organizational ethical climate. It is observed that exposure to negative situations in the workplace will decrease by giving importance to ethical values in the workplace.

A summary of the literature reviews in the field of ethical climate is shown in Table 2.

**Table 2: Ethical Climate Literature Review**

Author/Year	Subject	Conclusion
Çekmecelioğlu; (2007)	The effect of organizational climate affecting creativity on job satisfaction and turnover intention	Organizational ethical climate that supports creativity positively affects job satisfaction and negatively affects turnover intention
Gök; (2009)	The impact of organizational climate on motivation	Positive organizational climate has a positive effect on motivation

Çevirgen and Üngüren; (2009)	The relationship between ethical climate and job satisfaction	There is a positive relationship between ethical climate and job satisfaction of employees
Akbas; (2010)	The effect of organizational ethical climate on organizational commitment	Organizational ethical climate has a positive effect on organizational commitment
Büte; (2011)	The relationship between ethical climate, organizational trust and individual performance	Organizational ethical climate has a positive effect on organizational trust and organizational performance
Şahin and Dündar; (2011)	The relationship between ethical climate and intimidation behaviors	No significant relationship was found between intimidation and ethical climate
Eren and Hayatoglu; (2011)	The relationship between perceptions of ethical climate, job satisfaction, trust in manager and commitment to the organization	As perceptions of ethical climate increase, commitment to the organization, trust in managers and job performance increase
Akkoç; (2012)	The effect of ethical climate on employees' innovative behavior and the mediating role of distributive justice	Ethical climate positively and significantly increases the perception of innovative behavior and distributive justice
Özbag; (2012)	The effect of organizational climate on the perception of support for innovation	It is seen that the dimensions of organizational climate have positive effects on the perception of support for innovation
Sayğan and Bedük; (2013)	The relationship between disclosure of unethical behavior and ethical climate	In the study, only a significant relationship was found between benevolent ethical climate and Whistleblowing.
Akdogan and Demirtas; (2014)	The relationship between ethical leadership behaviors and ethical climate types	Ethical leadership behavior has positive effects on ethical climate
Tuna and Yeşiltas; (2014)	The effect of ethical climate on turnover intention, organizational identification and job alienation	There is a negative relationship between self-interest ethical climate and organizational identification
Demirdağ and Ekmekçioğlu ;(2015)	The relationship between ethical leadership and ethical climate with organizational commitment	There is a positive relationship between ethical leadership and ethical climate. It was concluded that ethical leadership and ethical climate have a positive relationship with organizational commitment.
Akçakanat and Uzunbacak; (2018)	The relationship between perceived organizational ethical climate and perceptions of organizational exclusion	There is a negative relationship between organizational ethical climate and organizational exclusion

Table 2 shows some of the studies on ethical climate. When we look at the table, it is seen that Çekmecelioğlu (2007), Çevirgen and Üngüren (2009) and Eren and Hayatoğlu (2011) conducted studies to reveal the effect of ethical climate on job satisfaction. Accordingly, it was concluded that ethical climate positively affects job satisfaction. Gök (2009) conducted a study to determine the effect of ethical climate on motivation and concluded that ethical climate has a positive effect on motivation. Akbaş (2010), Eren and Hayatoğlu (2011), Tuna and Yeşiltas (2014) and Demirdağ and Ekmekçioğlu (2015) concluded that ethical climate positively affects organizational commitment in their studies investigating the effect of ethical climate on organizational commitment. Büte (2011), Eren and Hayatoğlu (2011) in their studies on the effect of ethical climate on organizational trust concluded that ethical climate has a positive effect on organizational trust. Akkoç (2012) and Özbağ (2012) concluded in their studies that organizational ethical climate has positive results on the perception of support for innovation. Sayğan and Bedük (2013) concluded in their study that only benevolent ethical climate is effective in announcing unethical behaviors. Akdoğan and Demirtaş (2014) concluded

in their study that there is a positive relationship between ethical leadership and ethical climate. Tuna and Yeşiltaş (2014) concluded in their study that ethical climate has a negative effect on the desire to quit the job. Akçakanat and Uzunbacak (2018) concluded that there is a negative relationship between ethical climate and organizational exclusion. In the literature on organizational exclusion, it is seen that there are studies revealing the relationship between organizational exclusion and organizational culture, turnover intention, ethical climate, demographic characteristics, and cynicism. Some of the studies in the literature on organizational exclusion are shown below.

Çelik and Koşar (2015) conducted a survey on 225 academic and administrative staff at Mersin University in the context of their study to determine the relationship between organizational culture and exclusion. According to the results of the research, it was concluded that there is a significant and negative relationship between organizational culture and exclusion at work. At the same time, it was concluded that there is a statistically significant difference between gender and exclusion at work.

Soybalı and Pelit (2018) tried to determine the effect of organizational exclusion on turnover intention. For this reason, a survey was applied to 667 employees working in hotels in Afyonkarahisar province. According to the results of the research, it was revealed that there is a positive and strong relationship between organizational exclusion and the intention to quit the job. In other words, as the rate of organizational exclusion increases, turnover intention increases accordingly. Another result obtained in the research is that the level of organizational exclusion and turnover intention of the employees in the surveyed enterprises are described as low.

Akçakanat and Uzunbacak (2018) try to determine the relationship between perceived ethical climate and organizational exclusion. According to the results of the study, it was found that there is a negative and significant relationship between perceived ethical climate and organizational exclusion. At the same time, it was concluded that the level of organizational ethical climate creates a significant difference according to the marital status of the participants and the level of organizational exclusion creates a statistically significant difference in terms of demographic variables.

Tutar, Oruç and Gürsel (2018) reveal the differences of organizational exclusion in terms of demographic characteristics in their study. In this context, a total of 372 people were surveyed in Bilecik province and districts. In line with the analysis, it was concluded that organizational exclusion differs significantly only according to the average monthly income and how this income is perceived. This result can be interpreted as that the perception of organizational exclusion of employees with low income level is higher.

Dönmez and Mete (2019) try to reveal the level of organizational exclusion of teachers in their study. In this context, a survey was conducted on 600 teachers working in Tekirdağ. According to the results of the research, the level of organizational exclusion does not differ according to the gender, age, educational status, position in the institution and working time in the institution. According to the results obtained, the level of organizational exclusion differs according to marital status. In this differentiation, it was concluded that single participants had a higher level of organizational exclusion than married participants.

In his study, Uysal (2019) reveals the effects of organizational exclusion on the level of cynicism in employees. For this reason, a total of 272 people working in the public and private sectors in Zonguldak and Ankara provinces were surveyed. As a result of the analysis, it was determined that there is a positive and significant relationship between perceived organizational exclusion and organizational cynicism. As a result of the difference analysis, it was concluded that organizational exclusion differs according to gender. Accordingly, it was concluded that female employees are more excluded in the organization.

A summary of the literature review on organizational exclusion is shown in Table 3.

**Table 3:** Organizational Exclusion Literature Review

Author/Year	Subject	Conclusion
Celik and Kosar (2015)	The relationship between organizational culture and exclusion	There is a significant and negative relationship between organizational culture and workplace exclusion
Soybali and Pelit (2018)	The effect of organizational exclusion on turnover intention	There is a positive and strong relationship between organizational exclusion and willingness to quit

Akçakanat and Uzunbacak (2018)	The relationship between ethical climate and organizational exclusion	There is a negative and significant relationship between perceived ethical climate and organizational exclusion
Tutar, Oruç and Gürsel (2018)	Differences of organizational exclusion in terms of demographic characteristics	It was found that organizational exclusion showed a statistically significant difference only according to the average monthly income and how this income is perceived among the variables such as gender, age, marital status, education and income level, total work experience, working time in the current institution and position.
Dönmez and Mete (2019)	Teachers' level of organizational exclusion	Among the demographic characteristics, only marital status showed a difference in the level of organizational exclusion.
Uysal (2019)	The effect of organizational exclusion on the level of cynicism in employees	There is a positive and significant relationship between organizational exclusion and organizational cynicism

Table 3 includes studies on organizational exclusion. When we look at the table, it is seen that organizational culture has a negative effect on organizational exclusion in Çelik and Koşar's (2015) study on organizational exclusion. Soybalı and Pelit (2018) concluded in their study that organizational exclusion has a positive effect on turnover. Akçakanat and Uzunbacak (2018) concluded that there is a negative relationship between ethical climate and organizational exclusion in their study. Tutar, Oruç, and Gürsel (2018) concluded in their study that organizational exclusion has a significant difference only between the monthly salary levels of employees. Dönmez and Mete (2019), in their study on the level of organizational exclusion of teachers, found that there was a difference in the level of organizational exclusion only according to marital status. Uysal (2019) concluded that there is a positive relationship between organizational exclusion and cynicism.

## RESULTS AND CONCLUSION

In this study, which aims to determine the effect of ethical climate on organizational exclusion, it is thought that there is a negative relationship between ethical climate and organizational exclusion. In this context, it is thought that ethical climate will have a positive effect on employees. At the same time, ethical climate, which will have positive results for employees, has positive effects for businesses that want to increase their profits and ensure their sustainability. Especially in the tourism sector, which is labor-intensive and interacts with customers one-to-one, the ethical climate to be created will bring positive results and success with it. These ideas put forward are reflected in the relevant literature. For example, in the study conducted by Gök (2009), it is seen that ethical climate has positive effects on employee motivation. In a labor-intensive sector such as tourism, increasing motivation is important both for the business and for employees to be satisfied with the working environment. In their studies, Çekmecelioğlu (2007) and Çevirgen and Üngüren (2009) found that ethical climate has positive results on job satisfaction. In the studies of Akbaş (2010) and Demirdağ and Ekmekçioğlu (2015) on organizational commitment and Büte (2011) and Eren and Hayatoğlu (2011) on organizational trust, it is seen that ethical climate has a positive effect on both concepts. In the studies of Tuna and Yeşiltaş (2014) and Çekmecelioğlu (2007) on turnover intention, it is concluded that ethical climate has a negative effect on turnover intention. Peterson (2002) and Cullen et al. (2003) concluded in their studies that benevolent ethical climate, which is one of the types of ethical climate, positively affects cooperation among employees, mutual communication and harmony within the organization. Parboteeah and Kapp (2008) concluded that principled ethical climate, one of the types of ethical climate, has a positive effect on trust and commitment to the organization. Samnani and Singh (2012) and Promislo et al. (2012) concluded that stress levels are high in organizations dominated by egoistic climate type, which is one of the ethical climate types. The increase in stress level negatively affects the relations between employees. These results reveal that benevolent and principled ethical climate type has a negative effect on organizational exclusion. On the other hand, egoistic ethical climate has a positive effect on organizational exclusion. Similar results were obtained in Akçakanat and Uzunbacak's (2018) study on the effect of ethical climate on organizational exclusion. At the same

time, as we have stated, social change theory (Çetin & Şentürk, 2016:244) and social learning theory (Bahar, 2019:239) explain the effect of ethical climate on organizational exclusion and support the views we have put forward.

Despite recent developments, the tourism sector has a significant place in the world economy. Especially for developing countries whose economy depends on tourism tourism sector is more important. For this reason, it is necessary to ensure that incoming tourists leave the touristic region with satisfaction and visit again. While the attractiveness of the destination is important in ensuring this, the behavior and attitudes of employees towards customers are also important. For this reason, businesses need to create a positive ethical climate for their employees in order to make a profit. It is not expected to get positive effects from the ethical climate without creating an ethical climate environment. For this reason, businesses need to create an environment that will enable the development of a benevolent and principled ethical climate in their workplaces and prevent the formation of an egoistic ethical climate. This study contributes to the literature and the sector since it is conducted in the field of tourism, which is a service sector, and presents results that can be applied. In this study, ethical climate types are considered as a whole. In this case, results could not be obtained on which of the ethical climate types are more effective. For this reason, determining the effects of ethical climate types separately and determining which ethical climate is more effective than others will contribute to the literature and the sector. Therefore, it is recommended that this situation should be taken into consideration in future studies on ethical climate and organizational exclusion.

## REFERENCES

- Akbaş, T. T. (2010). "Örgütsel etik iklimin örgütsel bağlılık üzerinde etkisi: mobilya sanayi büyük ölçekli işletmelerinde görgül bir araştırma", *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, Cilt:12, Sayı:19, ss:121-137
- Akçakanat, T. & Uzunbacak, H. (2018). "Algılanan örgütsel etik iklim ile örgütsel dışlanma arasındaki ilişki ve demografik değişkenlere göre farklılıkların incelenmesi", VI International Multidisciplinary Congress of Eurasia: Roma
- Akdoğan, A. & Demirtaş, Ö. (2014). "Etik liderlik davranışlarının etik iklim üzerindeki etkisi: örgütsel politik algılamaların aracı rolü", *Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Cilt:16, Sayı:1, ss:107-123
- Akkoç, İ. (2012). "Gelişim kültürü ve etik iklimin yenilikçiliğe etkisinde dağıtım adaletinin rolü", *Uluslararası Alanya İşletme Fakültesi Dergisi*, Cilt:4, Sayı:3, ss:45-60
- Aksoy, S., Erdil, O. & Ertürk, A. (2017). "Etik iklim: kavramsal gelişimi, bireysel ve örgütsel etkileri", *Doğuş Üniversitesi Dergisi*, Cilt:18, Sayı:2, ss:133-151
- Artar, M., Adıgüzel, Z. & Erdil, O. (2019). "Örgütlerde yöneticiye duyulan güvenin, psikolojik sözleşme ihlali, örgütsel dışlanma ve iş tatmini arasındaki ilişkilerin incelenmesi", *İşletme Araştırmaları Dergisi*, Cilt:11, Sayı:3, ss:1417-1432
- Aydan, S. & Kaya, S. (2018). "Hemşirelerin etik iklim algılarının örgütsel güven düzeyleri üzerindeki etkisi", *Hacettepe Sağlık İdaresi Dergisi*, Cilt:21, Sayı:2, ss:199-216
- Bahar, B. (2019). "Sosyal öğrenme kuramı ve sosyal değişim kuramı perspektifinden etik liderlik", *Balkan Sosyal Bilimler Dergisi*, Cilt:8, Sayı:16, ss:237-242
- Büte, M. (2011). "Etik İKlim, Örgütsel güven ve bireysel performans arasındaki ilişki", *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, Cilt:25, Sayı:1, ss:171-192
- Cullen, J., Parboteeah, P. & Victor, B. (2003). "The effects of ethical climates on organizational commitment: a two-study analysis", *Journal of Business Ethics*, No:46, pp:127-141
- Çekmecelioğlu, H. G. (2007). "Örgüt ikliminin iş tatmini ve işten ayrılma niyeti üzerindeki etkisi: bir araştırma", *Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, Cilt:9, Sayı:1, ss:79-97
- Çelik, C. & Koşar, A. (2015). "Örgüt kültürü ve iş yerinde dışlanma arasındaki ilişki mersin üniversitesi çalışanları üzerine bir uygulamaya", *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, Cilt:24, Sayı:2, ss:47-62
- Çetin, A. & Şentürk, M. (2016). "Bilgi paylaşma davranışının planlı davranış teorisi ve sosyal değişim teorisi bağlamında incelenmesi: dermatologlar üzerine ampirik bir araştırma", *Ege Akademik Bakış Dergisi*, Cilt:16, Sayı:2, ss:241-256
- Çevirgen, A. & Üngüren, E. (2009). "Konaklama işletmelerinde etik iklim ve iş tatmini ilişkisi", 10. Ulusal Turizm Kongresi: Mersin
- Demir, S. & Karakuş, M. (2015). "Etik iklim ile öğretmen ve öğrencilerin güven ve motivasyon düzeyleri arasındaki ilişki", *Kuram ve Uygulamada Eğitim Yönetimi Dergisi*, Cilt:21, Sayı:2, ss:183-212
- Demirdağ, G. E. & Ekmekçioğlu, E. B. (2015). "Etik iklim ve etik liderliğin örgütsel bağlılık üzerine etkisi: görgül bir araştırma", *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Cilt:17, Sayı:1, ss:197-216
- Doğan, S. & Kılıç, S. (2014). "Algılanan örgütsel etik iklim ve üretkenlik karşıtı iş davranışları arasındaki ilişkilerin incelenmesi", *Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi*, Cilt:15, Sayı:1, ss:269-292
- Elçi, M. & Alpkan, L. (2006). "Etik iklimin örgütsel vatandaşlık davranışlarına etkileri", *Hacettepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Cilt:24, Sayı:1, ss:141-170

- Elçi, M., Karabay, M. E. & Akyüz, B. (2015). "Investigating the mediating effect of ethical climate on organizational justice and burnout: a study on financial sector", *Procedia Social and Behavioral Sciences*, Cilt:207, ss:587-597
- Eren, S. S. & Hayatoğlu, Ö. (2011). "Etik iklimin satış elemanlarının iş tutumlarına ve iş performanslarına etkisi: ilaç sektöründe bir uygulama", *Zonguldak Bülent Ecevit Üniversitesi Sosyal Bilimler Dergisi*, Cilt:7, Sayı:14, ss:109-129
- Gök, S. (2009). "Örgüt ikliminin çalışanların motivasyonuna etkisi üzerine bir araştırma", *Uluslararası İnsan Bilimleri Dergisi*, Cilt:6, Sayı:2, ss:587-605
- Lau, P. Y. Y., Tong, J. T., Lien, B. Y. H. & Hsu, Y. C. (2017). "Ethical work climate, employee commitment and proactive customer service performance: test of the mediating effects of organizational politics", *Journal of Retailing and Consumer Services*, Volume:35, pp:20-26
- Mete, A. Y. & Dönmez, H. (2019). "Öğretmenlerin örgütsel dışlanma düzeyi", *Trakya Eğitim Dergisi*, Cilt:9, Sayı:2, ss:350-365
- Özbağ, G. K. (2012). "Örgüt ikliminin yeniliğe destek algısı üzerindeki etkilerini belirlemeye yönelik bir araştırma", *Dokuz Eylül Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Cilt:27, Sayı:2, ss:145-161
- Özen, F. & Durkan, E. (2016). "Algılanan örgütsel etik iklim ile öğretmenlik meslek etiği arasındaki ilişki", *Kuram ve Uygulamada Eğitim Yönetimi Dergisi*, Cilt:22, Sayı:4, ss:593-627
- Özler, D. E. & Yıldırım, H. B. (2018). "Örgütlerde dışlanma: genel çerçeve, kritik etkileri ve gelecek araştırmalar için öneriler", *International Management and Social Science Symposium, İstanbul*
- Parboteeah, P. & Kapp, E. A. (2008). "Ethical climates and workplace safety behaviors: an empirical investigation", *Journal of Business Ethics*, No:80, pp:515-529
- Peterson, D. (2002). "The relationship between unethical behavior and the dimensions of the ethical climate questionnaire", *Journal of Business Ethics*, Vol:41, No:4, pp:313-326
- Promislo, M., Giacalone, R. & Welch, J. (2012). "Consequences of concern: ethics, social responsibility and well-being", *Business Ethics: A European Review*, Vol:21, No:2, pp:209-219
- Samnani, A. K. & Singh, P. (2012). "20 years of workplace bullying research: a review of the antecedents and consequences of bullying in the workplace", *Aggression and Violent Behavior*, No:17, pp:581-589
- Saygan, S. & Bedük, A. (2013). "Ahlaki olmayan davranışların duyurulması (whistleblowing) ve etik iklimi ilişkisi üzerine bir uygulama", *Dokuz Eylül Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, Cilt:28, Sayı:1, ss:1-23
- Soybalı, H. & Pelit, O. (2018). "Örgütsel dışlanmanın işten ayrılma niyetine etkisi: afyonkarahisar'daki beş yıldızlı otel işletmelerinde bir araştırma", *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, Cilt:20, Sayı:3, ss:225-249
- Şahin, B. & Dündar, U. T. (2011). "Sağlık sektöründe etik iklim ve yıldırma (mobbing) davranışları arasındaki ilişkinin incelenmesi", *Ankara Üniversitesi Sosyal Bilimler Fakültesi Dergisi*, Cilt:66, Sayı:1, ss:129-159.
- Tekin, İ. Ç. & Çelik, A. (2017). "Etik iklimin örgütsel bağlılık üzerine etkisi: konya küçük ve orta büyüklükteki işletmeler örneği", *Yönetim Bilimleri Dergisi*, Cilt:15, Sayı:29, ss:71-90
- Tuna, M. & Yeşiltaş, M. (2014). "Etik iklim, işe yabancılaşma ve örgütsel özdeşleşmenin işten ayrılma niyeti üzerindeki etkisi", *Anatolia: Turizm Araştırmaları Dergisi*, Cilt:25, Sayı:1, ss:105-117
- Tutar, H., Oruç, E. & Gürsel, Ö. (2018). "Örgütsel dışlanmanın demografik özellikleri açısından incelenmesi", *Akademik Sosyal Araştırmalar Dergisi*, Cilt:6, Sayı:78, ss:178-194
- Uysal, H. T. (2019). "Örgütsel dışlanmanın çalışanlarda sinizm gelişimine etkisi", *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, Cilt:7, Sayı:1, ss:319-326
- Wu, L. Z., Yim, F. H., Kwan, H. K. and Zhang, X. (2012). "Coping with workplace ostracism: the roles of ingratiation and political skill in employee psychological distress", *Journal of Management Studies*, Vol:49, No:1, pp:178-199
- Wu, L., Wei, L. & Hui, C. (2011). "Dispositional antecedents and consequences of workplace ostracism: an empirical examination", *Higher Education Press and Springer – Verlag*, Vol:5, No:1, pp:23-44
- Zhao, H., Peng, Z. & Sheard, G. (2013). "Workplace ostracism and hospitality employees' counterproductive work behaviors: the joint moderating effects of proactive personality and political skill", *International Journal of Hospitality Management*, Vol:33, pp:219-227