Effects of Ethical Climate on the Organizational Citizenship Perceptions and Performance of Employees

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Abstract

This study aims to reveal whether bank employees' assessments on the ethical climate affect their organizational citizenship and performance. To this end, four hypotheses were developed. The study included the employees of two state banks operating in the central district of Konya with the highest number of branch banks. The first of these banks has 20 branches in the central districts of Konya, whereas the other has 13 branches. The total number of "white-collar" employees in these branches is 310. The questionnaire was distributed to all employees. However, the number of questionnaires returned was 214. The return rate of the questionnaire was 69%. The demographic characteristics of the participants were determined using the descriptive statistics. In order to test the reliability of the scales used in the study, their total item correlations were found, Cronbach’s Alpha coefficients were calculated and an exploratory factor analysis was performed. In addition, correlation analysis and confirmatory factor analysis were utilized to identify the relationships between variables. Finally, the accuracy of the model generated was tested in SEM (Structural Equation Modeling). All of the hypothesis developed at the beginning of the research were accepted.

Key Words: Ethical climate, organizational citizenship and employee performance
1. Introduction

In today's competitive environment, the businesses need to attach importance to their internal stakeholders for success. The business should also place emphasis on the ethical climate in order to enhance employee satisfaction. Creating a positive ethical climate is significant in terms of combating the unethical behaviors in the business. On the other hand, the organizational citizenship which refers to all behaviors exhibited based on a voluntary basis without any instructions offers great benefits for both the employees and the business.

Ensuring the ethical climate in a business would create the organizational citizenship and the performance of the employees, who feel peaceful, safe and happy, would be high. Thus, both the employees and the business would gain. In this context, this study was conducted to examine the relationships between the ethical climate, employee performance and organizational citizenship.

2. Conceptual Framework

2.1 Ethical Climate

The ethical climate is a part of the overall organizational climate. Creating a favorable ethical climate in businesses is of importance for combating unethical behaviors (Günel et al., 2015: 255). The concept of ethical climate, which was first studied by Victor and Cullen, is typically composed of organizational practices and procedures. According to Victor and Cullen, the ethical climate is a set of definitions about the proper behaviors perceived in terms of an organization's image about how a problem can be overcome when faced with a problem (Victor and Cullen, 1988: 101). In other words, the ethical climate is the institutionalized organizational practices and processes that reveal those taken as truth and those found wrong in organizations or that help to explain the acceptable and unacceptable behaviors (Parboteeah et al. 2005: 461).

The ethical climate may be defined as a shared perception on how the issues that could create controversy in moral terms can be resolved and what a proper behavior is in ethical terms (Deshpande, 1996: 655). In other words, the ethical climate is a judgment on "what constitutes a proper behavior" and becomes a psychological mechanism where ethical issues are addressed (Martin and Cullen, 2006:177).

By crossing the three levels of ethical criteria with the three loci of analysis, Victor and Cullen (1987) derived nine different types of ethical climate: self-interest, company profit, efficiency, friendship, team interest, social responsibility, personal morality, company rules and procedures, and laws and professional codes. Victor and Cullen (1988) used this typology of nine possible types of ethical climates to develop an ethical climate questionnaire and to collect empirical data to validate the typology. They found that there were only five ethical climate types existing in their data. These five types of climates are designated as instrumental (focus on the maximization of self interest), caring (concern for the well being of others),
independence (concern for adhering to one’s personal ethical beliefs), rules (expectation for adhering to company’s policies and procedures), and law and code (expectation for complying with the law and professional standards) (Wang and Hsieh, 2012: 116-117).

Researchers believe that when employees know that their actions are guided by rules and procedures, they perceive an absence of conflict within themselves, find work more meaningful, and display positive attitudes and behaviors in the organization (Martin & Cullen, 2006; Weeks, et al., 2006).

2.2 Organizational Citizenship

The term organizational citizenship behavior (OCB) was used many years ago by Barnard (1938), who defined the concept as an employee’s willingness to cooperate in implementing decisions. Katz (1964) showed the importance of employee behavior in organizational effectiveness when employee behavior should go beyond the call of duty (Zehir, etc, 2014: 1367).

In the beginning, the concept of organizational citizenship was defined as self-evolving manners involving helpful (collaborative) acts for, rather, maintaining a system (Katz and Kahn, 1966; Organ and Konovsky, 1989). The behaviors included in this class were then named as prosocial behaviors (Brief and Motowidlo, 1986), contextual performance (Borman and Motowidlo, 1993) and beyond-the-task behaviors (Van Dyne, Cummings and Parks, 1995). Organ (1988), however, gave the name "organizational citizenship behavior" to the whole of the behaviors in this class.

Organ (1988: 4) defined the organizational citizenship behavior as voluntary individual behaviors not included, directly or indirectly, in the formal reward system of the organization and allowing, as a whole, the organization to function effectively. He named this behaviour as "good soldier syndrome" (Bitmiş et al., 2014: 3).

Basically, the organizational citizenship behavior takes place with the voluntary participation of the members of organization, signifies beyond the expected behavior and is mainly divided into two (Baron, 2000). The first-type organizational citizenship behavior takes place in the form of an active participation and contribution in the organizational structure, practices and goals. The second type, however, reveals itself as staying away from any kind of behaviors that may damage applications and goals (Basım and Şeşen: 85).

Organ (1988) and Podsakoff et al. (1990) studied the organizational citizenship behavior in five main categories, namely altruism, conscientiousness, courtesy, gentlemanliness (sportsmanship) and civic virtue.

The first dimension of altruism describes an individual’s helping behavior that assists colleagues in completing an organizationally relevant task or problem. This behavior is intended to help a specific person directly in face-to-face situations, for example, by supporting
colleagues and assisting newcomers. The dimension of conscientiousness refers to discretionary behavior that goes beyond the personality trait of being thorough, careful, or vigilant. It involves impersonal behavior such as compliance with norms that define a good worker (BabcockRoberson & Strickland, 2010). The dimension of sportsmanship is the willingness of the employee to tolerate less than ideal circumstances without, for example, complaining about trivial matters. The dimension courtesy refers to “discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring,” for example, consulting others before taking action. The dimension of civic virtue represents an employee’s willingness to attend voluntarily, and participate actively, in team meetings (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

The organizational citizenship behaviors are generally considered as "above and beyond" business behaviors. These behaviors are neither a necessity nor an order; however, they are of great significance for the functioning of the organization (Chen et al., 2002; Podsakoff and Mackenzie, 1994; Podsakoff et al., 1997). Some researchers who put emphasis on this topic state that organizational citizenship behaviors do not constitute the primary task of an individual, but rather, they contribute to organizational effectiveness since they shape the organizational and social environment, just being supportive of functional activities (Bormani and Motowidlo, 1997: 67).

2.3 Relationship of Ethical Climate and Organizational Citizenship with Employee Performance

"Performance" is the financial service or thought resulting from the effort to fulfill a task in a way to meet predetermined criteria and to achieve the goal (Bedük, 2012: 194). In other words, based on certain conditions, the level of performance (fulfilment) of a work or the way of behavior of the performer is called performance (Bingöl, 2003: 273).

In studies where the relationship between the ethical climate perceptions and the satisfaction and commitment of the performers are examined, it was concluded that the positive perceptions of ethical climate enhance the satisfaction of the performer (Koh and Boo, 2001; Okpara and Wynn, 2008; Schwepker, 2001; Elçi and Alpkan, 2009; Sims and Kroock, 1994). As a result, however, the employee performance is increased and, as the employee perceives the organization as a secure environment, this increases the organization's effectiveness and efficiency. The positive ethical climate helps the employee to exhibit a good performance. In line with this strategy, the positive ethical climate would have a positive effect on the performance. A positive ethical climate would increase profitability through reducing the costs and ensure affiliation of good sellers to the company (Weeks et al., 2004: 203). In their studies, Jaramillo et al. (2006: 277-278) showed that the ethical climate has positive effects on the
salespersons’ business behaviors and leads to an improvement in performance causing a lowering of work stress due to the intention to leave the job.

The ethical climate relationship to organizational citizenship behavior (Podsakoff et al. 2000; LePine et al. 2002). OCB is especially interesting variable to study in relation to organizational ethics, because, given its discretionary nature, it is more likely to vary across employees than task performance (Kacmar et al. 2011).

Organizational citizenship behaviors affect the employee performance in many ways. For instance, they may facilitate the achievement of the objectives which are more efficient for the organization, may allow the managers to save energy and time that they will spend for the activities ensuring the continuity of the organization (creating the team spirit, morale etc.), may ensure an effective coordination of the team members, may enhance the organization’s ability to adapt to changing and emerging technologies and may make the organization a more attractive place for the employees (Podsakoff et al., 2000: 513-566; Cohen and Vigoda, 2000: 596-625).

Shore, Barksdale, and Shore (1995) have noted that because OCBs are somewhat more volitional than task performance, managers may use them as indicators of how motivated employees are to make the organization effective. As a result, OCBs may serve as behavioral cues of an employee’s commitment to the success of the organization that managers incorporate in their assessments of employee job performance (Podsakoff, et al, 2009: 124).

Employee performance is increasingly being seen to encompass constructs such as organizational citizenship behavior (OCB). Workers, who go above and beyond the minimum requirements of their employee description, by suggesting improvements, affect performance and result with enhanced workgroup efficiency (Chelagat, et al., 2015: 55).

Organizational citizenship behaviors (OCB) are discretionary behaviors that contribute to organizational effectiveness yet are not explicitly rewarded (Organ, 1988). Examples of OCB are helping coworkers, promoting the organization outside of work, and volunteering for extrajob activities (Organ and Ryan, 1995). Some of the predictors of OCB include organizational commitment, fairness, and job satisfaction (Organ and Ryan, 1995). Turnipseed (2002) found that individuals who scored higher with regard to ethicality also exhibited more OCB. It was his conclusion that OCB could be considered the manifestation of ethical behavior in the workplace.

But, the OCBs, ethical climate and employee performance in banking sector are not well documented and represent a significant gap in the literature.

3. Methodology

3.1 Aim, Hypotheses and Sample of the Study

This study aims to reveal the effect of ethical climate perceptions of the business employees
on the organizational citizenship and employee performance.

To this end, the hypotheses developed within the study are as follows:

- \( H_1 \): The ethical climate perception of employees has a positive effect on organizational citizenship.
- \( H_2 \): The ethical climate perception of employees has a positive effect on their performances.
- \( H_3 \): The organizational citizenship understanding of employees has a positive effect on their performances.
- \( H_4 \): The ethical climate perception of employees has a positive effect on their performances through their organizational citizenship.

Figure 1: Research Model

In line with the aim of the study, the state banks within the service industry were taken as the basis. In order to set limitations with regards to the banks, the two state banks operating in the central district of Konya with the highest number of branch banks were identified as the universe. The first of these banks has 20 branches in the central districts of Konya, whereas the other has 13 branches. The total number of "white-collar" employees in these branches is 310. The questionnaire was distributed to all employees. However, the number of questionnaires returned was 214. The return rate of the questionnaire was 69%.

3.2 Scales Used in the Research and Data Collection

As the data collection method, a questionnaire of four sections and a total of 38 expressions were used. The first section consisted of questions (6 question) on the demographic characteristics of the participants. In the second section, the assumptions on the ethical climate included in the questionnaire used by Schwepker (2001) to measure the organizational ethical climate and the studies of Biçer (2005) who based his study on this questionnaire and adapted it to his study translating it into Turkish and that of Çevirgen and Üngüren (2009) were utilized. In this way, in order to measure the organizational ethical climate, a total of 7 expressions were
produced on the existence of ethical principles and policies of the organization, their implementation and the support of the top management for the ethical behaviors. In the third section, the studies of Başım and Şeşen (2006), who adapted the scale used by Organ (1988) and developed by Podsakoff et al. (2000) to measure five dimensions of OCB (Organ, 1988), to measure the organizational citizenship by translating it into Turkish, were utilized. It consists of a total of 19 expressions (-item scale namely altruism, courtesy, conscientiousness, civic virtue and sportsmanship).

In the last section, the scale, consisting of 6 statement which was developed by Tayfun and Çatır (2013) from the studies of Kirkman and Rosen (1999) and Fuentes et al. (2004) to measure the employee performance, was used. Sigler and Pearson’s model (2000) is consistent with previous research on empowerment that has examined both antecedents and consequences of perceptions of empowerment. In these models, perceptions of empowerment are shown to mediate the relationship between the hypothesized antecedents and the consequences. For example, Spreitzer (1996) proposes a theoretical model where aspects of the social structure are antecedent to the psychological sense of empowerment with consequences hypothesized as innovation and effectiveness. Kirkman and Rosen (1999) tested the hypothesis that perceptions of team empowerment would mediate the relationships between characteristics of job and organization and team effectiveness outcomes and found that team empowerment fully mediated seven of eight relationships.

In order to identify the demographic characteristics of the participants, descriptive statistics were utilized. In order to test the reliability of the scales used in the study, their total item correlations were found, Cronbach’s Alpha coefficients were calculated and an exploratory factor analysis was performed. In addition, correlation analysis and confirmatory factor analysis were utilized to identify the relationships between variables and, lastly, LISREL 8.70 was utilized in the SEM to test the accuracy of the generated models.

4. Findings

4.1 Demographic Findings

The demographic characteristics of 214 people surveyed who work in the businesses within the study, are shown in Table 1.
As seen in Table 1, the respondents were of 30 to 39 age group by (44%), male employees by (50.5%), married by (55.2%), “White-Collar” Employee by (87.4%), had a work experience of 6 to 10 years by (32.2%) and held a Bachelor's Degree by (85.5%).

4.2 Reliability and Validity of Data Collection Tool

In the assessment of the reliability of the scales included in the questionnaire (the internal consistency), the Cronbach's Alpha coefficient was utilized. Table 2 shows the Cronbach's alpha coefficients of the scales using the total score (total score of the items constituting the questionnaire) calculated during the analysis of the data. The values indicate a very high internal consistency.

Before making the exploratory factor analysis, the level of correlation of the data matrix was examined. In this regard, the level of mutual correlation between variables and its suitability for the factor analysis was evaluated with the Kaiser-Meyer-Olkin (KMO) test. The data set was found suitable for the exploratory factor analysis since all of the KMO values of the basic scales used in the study were higher than 0.60 and the Barlett values were found to be significant with a severity of 0.05.

In order to identify the sub-dimensions of the scales including the main variables of this study, the exploratory factor analysis was utilized. The values were observed to be high. The factor analysis resulted in a single factor with a total variance of 72.501% on the ethical climate scale, a factor with a total variance of 85.990% on the organizational citizenship scale and a single factor with a total variance of 65.030% on employee performance.
4.3 Correlation Analysis

In order to examine the relationships between the sub-factors of ethical climate, employee performance and organizational citizenship variables, the Pearson correlation analysis was performed. The results of the analysis made using one-sided tail test are shown in the following table. The results were found to be within 95% confidence interval and at p <0.01 level.

<table>
<thead>
<tr>
<th>Ethical Climate</th>
<th>Civic Virtue</th>
<th>Altruism</th>
<th>Conscientiousness</th>
<th>Courtesy and Gentlemanliness</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Climate</td>
<td>r</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civic Virtue</td>
<td>r</td>
<td>(0.386^{**})</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Altruism</td>
<td>r</td>
<td>(0.301^{**})</td>
<td>(0.394^{**})</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>r</td>
<td>(0.365^{**})</td>
<td>(0.405^{**})</td>
<td>(0.411^{**})</td>
<td>1</td>
</tr>
<tr>
<td>Courtesy and Gentlemanliness</td>
<td>r</td>
<td>(0.357^{**})</td>
<td>(0.360^{**})</td>
<td>(0.408^{**})</td>
<td>(0.416^{**})</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>r</td>
<td>(0.304^{*})</td>
<td>(0.207^{**})</td>
<td>(0.265^{*})</td>
<td>(0.236^{*})</td>
</tr>
</tbody>
</table>

**Correlation significant at the 0.01 level
*Correlation significant at the 0.05 level

Examining the results on Table 3, it is seen that each subscale of the ethical climate and organizational citizenship is in a positive and meaningful relationships with each other. Given the relationship between ethical climate and employee performance, a positive relationship is evident. Besides, there is a positive relationship between the sub-dimensions of organizational citizenship and the employee performance.

4.4 Confirmatory Factor Analysis

In this section, a confirmatory factor analysis was performed to see the accuracy of the factor structures created as a result of the literature review and exploratory factor analysis. As a result of the analysis, the E7 in the ethical climate scale was excluded from analysis due to not bearing the required value (0.34). The values obtained are presented in Table 4.

<table>
<thead>
<tr>
<th>Ethical Climate Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit Indices</td>
</tr>
<tr>
<td>(\chi^2/df)</td>
</tr>
<tr>
<td>RMSEA</td>
</tr>
<tr>
<td>RMR</td>
</tr>
<tr>
<td>NFI</td>
</tr>
<tr>
<td>NNFI</td>
</tr>
<tr>
<td>CFI</td>
</tr>
<tr>
<td>RFI</td>
</tr>
</tbody>
</table>

**Organizational Citizenship Scale**

| χ² / df | 0< χ²/df<2 Perfect Fit | 1,45 | Perfect Fit | Factor 1: Civic Virtue | ÖV 12 | 0,84 | 10,39 |
| RMSEA | ≤0,05= Perfect Fit | ≤0,06-0,08= Good Fit | 0,05 | Perfect Fit | ÖV 13 | 0,83 | 11,23 |
| RMR | ≤0,05= Perfect Fit | ≤0,06-0,08= Good Fit | 0,05 | Perfect Fit | ÖV 17 | 0,87 | 15,12 |
| NFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,96 | Perfect Fit | ÖV 18 | 0,82 | 12,01 |
| NNFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,97 | Perfect Fit | ÖV 19 | 0,85 | 14,89 |
| CFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,97 | Perfect Fit | ÖV 1 | 0,80 | 13,03 |
| RFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,96 | Perfect Fit | ÖV 2 | 0,69 | 8,55 |
| GFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,91 | Good Fit | ÖV 3 | 0,79 | 10,19 |
| AGFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,91 | Good Fit | ÖV 4 | 0,83 | 11,51 |
| IFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,97 | Perfect Fit | ÖV 5 | 0,82 | 11,68 |

**Employee Performance Scale**

| χ² / df | 0< χ²/df<2 Perfect Fit | 2,12 | Good Fit | Factor 1: | P1 | 0,81 | 20,02 |
| RMSEA | ≤0,05= Perfect Fit | ≤0,06-0,08= Good Fit | 0,06 | Good Fit | P2 | 0,81 | 19,87 |
| RMR | ≤0,05= Perfect Fit | ≤0,06-0,08= Good Fit | 0,06 | Good Fit | P3 | 0,82 | 18,23 |
| NFI | ≥0,90= Good Fit | ≥0,95= Perfect Fit | 0,95 | Perfect Fit | P4 | 0,77 | 14,89 |
| NNFI | ≥0,90= Good Fit | 0,95 | Perfect Fit | P5 | 0,63 | 10,88 |
The fact that the fit indices in Table 4 are within the limits of perfect fit and acceptable fit show that the data have statistically a good fit and are very consistent. All these indicators show that the scales used in the study are statistically significant and valid. The Ethical Climate scale consists of a single factor whereas the organizational citizenship scale and the employee performance consist of respectively four factors and a single factor.

4.5 Evaluation of Structural Equation Models

The measurement model, tested for validation and found to be within the required limits of fit values, and the structural model were tested using path analysis. In order to determine significant relationships, their t values (significance level: 5%, critical value: 1.96) were examined (t>1.96). The research model, in fact, aimed to research the relationship between latent variables. The evaluation of the hypotheses within the context of the research model are presented in Table 5.

Table 5: Hypothesis Results within the Context of Research's Structural Equation Model

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Estimate</th>
<th>SE</th>
<th>t</th>
<th>P</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁: The ethical climate perception of employees has a positive effect on organizational citizenship.</td>
<td>0.425</td>
<td>0.08</td>
<td>14.569</td>
<td>0.01</td>
<td>Accept</td>
</tr>
<tr>
<td>H₂: The ethical climate perception of employees has a positive effect on their performances.</td>
<td>0.369</td>
<td>0.03</td>
<td>12.236</td>
<td>0.00</td>
<td>Accept</td>
</tr>
<tr>
<td>H₃: The organizational citizenship understanding of employees has a positive effect on their performances.</td>
<td>0.381</td>
<td>0.02</td>
<td>19.601</td>
<td>0.00</td>
<td>Accept</td>
</tr>
<tr>
<td>H₄: The ethical climate perception of employees has a positive effect on their performances through their organizational citizenship.</td>
<td>0.154</td>
<td>0.06</td>
<td>14.002</td>
<td>0.00</td>
<td>Accept</td>
</tr>
</tbody>
</table>

5. Conclusion

Having been conducted on the bank employees operating in the service sector, the study has strengthened expectation that the ethics codes and practices perceived determined by management in such organizations where there is a one-to-one interaction with the customers would contribute to the development of behaviors in conformity with the ethical climate. The ethical climate environment is seen to eliminate the task ambiguity. The workplace environment significantly affects the employee performance.
The first hypothesis discussed in study was that the employees' perception of ethical climate affects their organizational citizenship positively. The model outcomes showed that the bank employees' perceptions of ethical climate have a positive impact on their organizational citizenship ($\beta = 0.42$ and $p=0.01$). Hence, as the employees' perceptions of ethical climate increases, their understanding of organizational citizenship would also improve. The conclusion derived from the model supports the literature (Shin, 2012; Huang et al., 2012; Ehrhart, 2004; Çavuş and Develi, 2015; Walumbwa et al., 2010).

The second hypothesis discussed is that the employees' perception of ethical climate affects their performances positively. According to the model outcomes obtained (see Table 4), the hypothesis $H_2$ ($\beta = 0.36$ and $p=0.00$) was accepted. In the literature, the positive effect of ethical climate on the employee performance was also discussed in certain researches (Deshpande, 1996; Schepker, 2001; Jaramillo et al., 2006; Mulki et al., 2006; Koh and Boo, 2001; Martin and Cullen, 2006; Sims and Kroceck, 1994; Eren and Hayatoğlu, 2011; Okpara and Wynn, 2008).

The third hypothesis discussed was that the employees' understanding of organizational citizenship affects their performance positively. An improvement is attained in performance through the increased cooperation and harmony within the organization. The model outcomes indicated that the hypothesis was accepted ($\beta = 0.38$ and $p=0.00$). The obtained result also appears to support previous studies in the literature (Borman and Motowidlo, 1997; Williams and Anderson, 1991; Cropanzano et al., 2003; Organ, 1988; Çelik and Çira, 2013; Şehitoğlu and Zehir, 2010; Ulufer, 2016; Nielsen et al., 2009).

The hypothesis $H_4$ arguing that the perception of ethical climate positively affects their performances through their organizational citizenship was accepted ($\beta = 0.15$ and $p=0.00$). In the literature, only a few publications were reached. Huang et al. (2012) and Chun et al. (2011) also reached similar conclusions.

The ethical climate offers an environment that distinguishes right behavior from wrong behavior. And, such an environment prevents the employees from facing adverse conditions such as mobbing. In conclusion, an improvement is experienced in the quality of management, organizational commitment, job satisfaction etc. and an understanding of organizational citizenship is developed thanks to these improvements. On the other hand, a sense of belonging and loyalty is developed once the understanding of organizational citizenship is adopted by the employees. Each contribution made by the employees to the organization motivates them in every sense and ensures an increased performance. The increase in employee performance also increases the performance of the organization.

In addition; the support of senior management within the organization, managers' operation within the framework of ethical rules like employees, the sanctions to be applied in case of
failure to adhere to the ethics and awarding of the ethical behavior when necessary are examples of the policies that need to be developed. Thanks to the human resources policies to be developed, it will be easier to retain staff who adopts the ethical climate environment in labor-intensive service-sector organizations where labor turnover rate is high and the production and consumption take place simultaneously, such as banks.

This study is based only on the employees of two state banks located in the city center of Konya. In a way to cover a wider sample in the future, it is recommended to conduct studies in different cities and in a way to compare private and state-owned banks. In addition, it is believed that conducting this study in different sectors would enrich the literature.

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