

RESEARCH ARTICLE

The Effect of Ethical Climate and Organizational Control Mechanisms on Work Engagement: A Research in the Civil Aviation Sector*

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* The first author's master's thesis was used in this study.

Abstract

It is observed that the aviation sector plays an important role in the increase of international trade to Türkiye. In addition, the aviation industry offers important benefits in terms of sustainable development, social, political, environmental, and economic factors. In particular, as a service sector, the success of the aviation industry is mainly due to human resource efforts. Employees who are committed to their work and even engaged going beyond are therefore considered to make an important contribution to their organisations. Therefore, the purpose of this study is to determine how ethical climate and organizational control mechanisms affect work engagement. In this direction, data were collected from 387 employees working in an airline company, which is the most valuable brand of Turkey, through a questionnaire. The results of the regression analyses conducted show that the ethical climate dimensions, especially the benevolence and principledness climate dimensions, have a significant and positive impact on work engagement, while the egoistic climate has a significant and negative impact. On the other hand, organisational control dimensions, especially input control and behavioral control, were found to have a significant and positive impact on work engagement. Output control, on the other hand, did not have a significant impact on work engagement. Thus, the importance of the climate of benevolence or principledness to be created in organisations operating in the aviation sector has emerged.

Keywords: ethical climate, control mechanisms, work engagement, aviation sector.

Öz

Havacılık sektörünün, Türkiye'ye yönelik uluslararası ticaretin arttığında önemli bir rol üstlendiği görülmektedir. Bunun yanı sıra havacılık sektörü sürdürülebilir kalkınma, sosyal, politik, çevresel ve ekonomik unsurlar arasında da son derece önemli avantajlar sağlamaktadır. Özellikle hizmet sektörü olarak değerlendirildiğinde havacılık sektörünün başarısı insan kaynağının çabasında gizlidir. Bu nedenle işine bağlı hale gelmiş hatta ötesine geçerek işine angaje olmuş çalışanların örgütlerine önemli katkılar sunacağı düşünülmektedir. Dolayısıyla bu araştırmada etik iklim ve örgütsel kontrol mekanizmalarının işe angaje olmayı nasıl etkilediğini belirlemek amaçlanmıştır. Bu doğrultuda Türkiye'nin en değerli markası olan bir hava yolu şirketinde çalışan 387 personelden anket yoluyla veri toplanmıştır. Yapılan regresyon analizlerin sonuçlarına göre etik iklimin alt boyutlarından yardım severlik iklimi ve ilkelilik iklimi işe angaje olmayı anlamlı ve olumlu olarak etkilerken egoist iklim anlamlı ve olumsuz olarak etkilemektedir. Diğer yandan örgütsel kontrol mekanizmalarının alt boyutlarından girdi kontrolü ve davranışsal kontrolün işe angaje olmayı anlamlı ve olumlu olarak etkilediği tespit edilmiştir. Çıktı kontrolü ise işe angaje olmayı anlamlı olarak etkilememiştir. Böylece havacılık sektöründe faaliyet gösteren örgütlerde oluşturulacak yardım severlik iklimi veya ilkelilik ikliminin önemi ortaya çıkmıştır.

Anahtar Kelimeler: Etik iklim, örgütsel kontrol mekanizmaları, işe angaje olmak, havacılık sektörü.

Introduction

The aviation business has grown to be significant for both guaranteeing travel freedom and transferring cultures internationally. In the global market, the ideas of mobility, speed, and competition are crucial. Mobility of production factors has also become important for global competition. This mobility is made possible by the aviation sector. The expansion of international trade, the significance of the transportation industry, and the advancement of capital mobility have all contributed to the significant rise of the aviation sector. Research aimed at improving the efficacy and efficiency of companies in this industry is therefore necessary. The achievements of its human resources are what make the aviation industry successful, particularly when viewed as a service sector. For this situation, it is thought that employees who are committed to their jobs and even go beyond their jobs will make significant contributions to their organizations. This study was conducted to develop a model with a few independent variables on how to create an organizational climate that promotes work engagement. The goal is to ascertain how organizational control systems and the ethical climate impact employee engagement.

Job engagement is defined as a person's dedication and physical, cognitive, and emotional commitment to his/her job (Kahn, 1990). On the other hand, it defines the employee's commitment to the organization and the job, and the joy and motivation he feels while doing his job (Özer et al., 2015). Individuals that put a lot of effort into their work believe that the things they do are worthwhile, significant, and meaningful. They are proud of the work they love (Arslan and Demir 2017). Therefore, it is crucial to create an atmosphere that attracts those who work in the aviation business, which is a service industry. As per Kahn's (1990) findings, enhancing work engagement necessitates concentrating on how individuals' work environment experiences, which mirror the psychological, social, and cultural factors impacting individuals' lives or groups' collective experiences, influence their individual participation. In this sense, it is believed that the

ethical atmosphere will foster a social and psychological milieu that will raise employee engagement levels.

An organization's ethical climate, according to Victor and Cullen (1988), is made up of the collective views of its ethical content, its comprehension of its general operations, and its personnel regarding how to handle ethical issues. Every organization has a unique ethical climate since every organization is structured differently. An organization benefits from having an ethical climate since it directs the organization's decision-making process. Because of this, the organization's ethical culture is crucial to its continued existence and financial success. Determining and characterizing issues within the organization is largely dependent on the development of an ethical viewpoint. In actuality, an ethical climate directs managers during the decision-making process and allows them to view events and circumstances from many angles (Johnson, 2006). Consequently, it is believed that in workplaces where there is a positive perception of an ethical climate, employee engagement would increase.

The implementation of an internal control system serves as a means of guaranteeing the successful execution of the tasks assigned to the board of directors, managers, and other staff within the organization. The internal control system consists of the guidelines established by an organization's management to prevent mistakes, fraud, and shortcomings by conducting business in a wholesome manner (Aslan, 2010). An environment's employees are one of the supporting components that shapes ethical values. For instance, none of a company's employees—especially those in management—should act in an illegal or immoral manner at work. Since the aforementioned ethical value is one of the elements that directly influences the effectiveness and performance of the company (Kayapalı Yıldırım, 2017). This can be accomplished by applying control mechanisms correctly. Thus, it is crucial to understand how organizational control mechanisms impact employee engagement at work. There is a lack of research in the aviation industry about the relationship between control systems and the ethical climate and employee

engagement. Therefore, it is thought that this research will contribute to the literature.

The significance of the study's findings is increased by the fact that international high-level authorities have established certain regulations for the civil aviation industry. Thus, the goal of the research is to assess how organizational control mechanisms and an ethical climate affect employees' work engagement in the civil aviation industry.

Literature Review

Ethical Climate

The idea of ethics is now more important than ever because the complexity of values are one of today's most complicated topics. The term "ethics," which has been used for over 2500 years, comes from the Greek word "ethos" (Brickley et al., 2002, p.1821). The system of beliefs, customs, and guidelines that specify what constitutes appropriate behaviour for each individual is referred to as ethics (Ural, 2003, p.3). A disciplined and guiding philosophy that defines good and bad, along with moral values, principles, theories, and standards of behaviour that represent the most appropriate forms of behaviour in the field of individual, group, and professional work regarding moral duties and responsibilities, is what is meant to be understood when one refers to ethics, also known as the science of morality (Kayapalı and Karabey, 2017). According to the Turkish Language Association's definition, ethics is a science that encompasses all moral conduct that members of various professional organizations are expected to uphold or refrain from (TLA, 2023). Ethics assesses whether a behaviour is right in terms of obligation, necessity, morality, goodness, and consent. It is composed of moral judgement and moral behaviour. The goal of ethics is to increase people's understanding so they can build a moral foundation for their lives, not to force them to adopt activities or behaviours that are universally approved (Ural, 2003, p.7). The individual acts on his own volition (Doğan, 2009, p.180).

The term "ethical climate" has been defined in a variety of ways in the literature. A subcategory of work climate is the idea of an ethical climate.

However, it is important to discuss the definition of the term "work climate" before defining the term "ethical climate." The idea of "work climate" in this context refers to how employees identify and interpret the policies and practices of the company they work for on a psychological and collective level. Activities and procedures carried out within an organization reveal different types of climate (Schneider, 1975, p.474).

If the methods and processes that employees of the organization accept in various organizational climates have an ethical element, then this might explain the ethical working climate. Organizational procedures and practices that have moral ramifications are generally included in an ethical climate. Employees in this situation need to uphold moral principles and behave morally in all of their decisions and—above all—have to believe in these principles and behaviours in order to foster an ethical workplace culture. On the other hand, the concept of ethical climate can also be seen as a means of assessing and analysing the ethical circumstances present in an organization. Members of an organization are informed about appropriate and inappropriate behaviour by the ethical climate of the organization. Ethical climate is a form of business climate that reflects an organization's activities and methods that have ethical implications, an understanding of what constitutes good behavior. When individuals inside an organization see these as guidelines and conventions that the organization uses to make choices, an atmosphere like this develops. The organization's ethical framework, which is a component of its organizational culture, is reflected in the ethical climate. In this situation, staff members are aware of the moral climate of the company they work for and may provide hints or justifications that are improper for both the company and the individual (Akbaş, 2010, p.122).

Dimensions of Ethical Climate

The "ethical theory" of benevolence, egoism, and principledness is included in the first dimension of the model, which was created by Victor and Cullen in 1988. Individual, local, and universal notions are included in the second dimension, "Locus of Analysis". Nine distinct moral climates can be

identified by categorising these two factors. These are expressed as friendship, individual interest, personal morality, Company benefit, efficiency, team interest/common interest, rules and procedures, social responsibility and laws and professional codes (Table 1).

Table 1: Theoretical Model of Ethical Climate Matrix

		LOCUS of ANALYSIS		
		Individual	Local	Cosmopolitan
ETHICAL THEORY	Egoism	Self interest	Company Benefit	Efficiency
	Benevolence	Friendship	Team Interest	Social Responsibility
	Principle	Personal Morality	Company Rules and Procedures	Laws and Professional Codes

In this context, the following explanations apply to the principles included in the Victor and Cullen (1988) model's framework of ethical theory:

- **Egoistic Climate:** Egoism is an attitude based on personal interest. Within the egoistic climate outlined in Victor and Cullen's model, managers or staff members of businesses consider their personal interests. People prioritise their own interests in such a work atmosphere. When an organizations and commercial interests collide with one another, the organization's and business's interests are disregarded (Victor and Cullen, 1988, p.102). In an environment like this, managers and staff become less committed to the company since they are more focused on their personal goals.
- **Benevolence Climate:** Showing consideration for other staff members above oneself is a sign of benevolence. According to the model created by Victor and Cullen (1988), a climate type is any location where a moral environment is either maintained or present and where staff members assist and encourage one another both inside and outside the company. Employees consider the company's interests as a whole rather than just their own in such a setting. They care about the organization's or its members' interests, thus even if they are dissatisfied because they are unaware of their own interests, they are conscious of a certain ethical climate. Employees in companies with such an ethical culture tend to be more cooperative and

united. All of these behaviours foster a good environment in people, which increases the frequency of well-intentioned actions and—more importantly—improves the capacity to act swiftly in response to threats both inside and outside the company (Cullen et al., 2003, p.130).

- **Principle Climates:** Managers or staff members make choices in compliance with the rules, regulations, and laws of their own organizations, in line with the principle climate in the Victor and Cullen (1988) model. When it comes to organizational decision-making procedures, this will take precedence. Employees at organizations that uphold these principles define and behave in accordance with their ethical convictions.

The analytical level dimension, which is the second dimension of the model created by Victor and Cullen (1988), acts as a guide in making ethical decisions. Victor and Cullen created an analytical level of measurement inspired by sociological theory. From a sociological perspective, people make decisions based on two criteria: the definition of character and the rules of behaviour of other groups. Victor and Cullen (1988) created three distinct locus of analysis in response to this circumstance. The individual level of analysis is the first of these aspects. According to this, organizations are able to use individual-level norms as a source and base their decisions on moral standards. The local level of analysis is the second dimension. According to this, the organization views the social system's rules as its resources. External norms are acknowledged as organizational resources in the last and third dimension, which is represented as the cosmopolitan level of analysis (Barnett and Vaicys, 2000, p.354).

Engagement in Work

There is no clear definition in the international literature regarding the concept called work engagement or work dedication in Turkey. The phrases "passion," "dedication," "seduction," "integration," "sincere commitment," and "attraction" are used when referring to the concept of

commitment in the context of business (Turgut, 2011, p.156; Bal, 2009, p.548). A person's physical, mental, and emotional commitment to their work is a manifestation of their work engagement (Kahn, 1990, p.694). Work commitment refers to an employee's enthusiasm and drive for his work as well as his dedication to the company and the job (Özer et al., 2015, p.265). Individuals that put a lot of effort into their job believe that the things they do are worthwhile, significant, and meaningful. The work they enjoy is something they are proud of (Arslan & Demir 2017, p.374).

Nowadays, good organizational behaviour concepts are starting to appear more frequently in the literature due to changes in managerial attitudes. The idea of good behaviour arose in place of examining negative notions related to management. Researchers have focused on the idea of work engagement in this context because it is thought of as the positive opposite of Freudenberger's definition of burnout (Güzel & Uyar, 2019, p.45). It is emphasized in the literature that the concept of employment, which increases productivity at national, organizational, and individual levels, is known as a relatively new concept (Ravikumar, 2013, p.177).

The idea of gainful employment was first proposed in the early 1990s by the American research and consulting firm Gallup, according to Schaufeli (2012). It is said, nonetheless, that this is a novel idea in science and industry and that the topic is becoming more and more contentious. It was estimated that it would take 10 years for the idea of job engagement to be academically explained and to produce a valid and reliable measuring instrument in Schaufeli's study (Schaufeli, 2012, p.4).

It is evident from the framework of issues influencing employment that concerns impacting job commitment can be either individual or organizational in character. People's decisions at work are influenced by their mental health, physical conditions, societal ideals, and cultural viewpoints. Personal commitment may be structured at the individual level in the following ways: local managers or those involved in setting up a work environment assess the value of their job to each individual employee and cultivate a favourable perception of it. Consequently, every

facet of the employee's development is encouraged. Their dedication to their job will also make them feel appreciated.

According to Attridge (2009), the decisive elements include the employee's optimism for the future, his perception that he can handle work-related responsibilities, his favourable attitudes towards the job, and its relevance. On the other hand, the definition of commitment is an employee's enthusiastic and productive involvement in the organization's job. Due to inefficient use of their time, personal energy, and care, unemployed people are unable to get the desired organizational gain (Ardıç & Polatçı, 2009, p.24). Conversely, those who demonstrate initiative and actively engage in the organization's activities advance the organization's goals (Güzel & Uyar, 2019, p.45). Burnout is a term that has been closely linked to the development of job engagement and is frequently viewed as a bad organizational behaviour. However, because it contradicts the idea of professional involvement, the concept of burnout has gained popularity (Schaufeli and Bakker, 2004). Maslach and Leither's (1997) research created a work engagement model to prevent burnout in the workplace. Fatigue, which forms the basis of the concepts of emotional exhaustion, low personal performance, and depersonalization in the work engagement model, is evaluated as the opposite of the concepts of energy, competence, and belongingness in the work concept.

Organizational Control Mechanisms

Systems for management and control operations should be advantageous to all organizations so that their operations can advance in line with their objectives. All organizations, no matter how big or little, may observe the effects of their actions and take the appropriate measures because of these technologies, which allow them to run the business appropriately without losing their managerial abilities. Businesses may alter their operations, structure, or maintenance of the "control" function—one of the most crucial aspects of managerial functions—as the process progresses. These alterations may give control the appearance of being a professional procedure that is conducted

on a regular basis. Internal control systems inside the company carry out this process, which includes the control function (Tuan and Memiş, 2007, p.87).

The tasks listed under this heading include putting top managers' rules and guidelines into practice across the organizations and implementing safety measures to avoid mistakes and hazards that might impede the achievement of the objective. Many distinct control actions are needed to accomplish this, including permission, verification, balance control, performance monitoring, maintaining values, and responsibility separation. Every type of company and every hierarchy categorization uses this approach. Apart from this system, many other systems have been set up with the intention of guiding the business and keeping an eye on these systems (Kaval, 2005, p.217). The activities of the internal control mechanism are divided into four groups. These are task separations, information processing, physical controls, and success controls (Kaval, 2005, p.128). The primary goal of the internal control mechanism's operations is to shield the company from various losses. In actuality, a wide range of control actions may be used by firms to get rid of risks that pose a danger to their performance.

Method of Research

First, the research model and hypotheses are outlined in this section. In addition, the scope of the research, how the data were collected and how the collected data were analyzed were revealed. Finally, the research findings obtained from the analysis of the data are included. An ethics committee report was received from Erzurum Technical University for this research.

Model of Research and Hypotheses

Work engagement was taken into consideration as an outcome in this study. As a result, the impact of organizational control mechanisms and an ethical climate on employee engagement at work is investigated. The following figure illustrates the conceptual relationships between the independent and dependent variables of the study model.

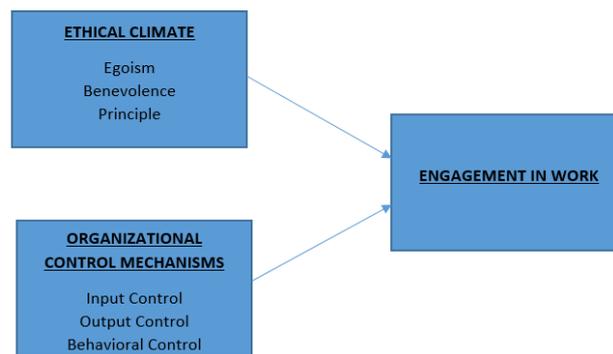


Figure 1. Conceptual Relationships Between Variables Included in the Research

The following hypotheses were formed in light of the opinions stated above:

H1: Work engagement is affected by an egoistic climate.

H2: Work engagement is impacted by a benevolence climate.

H3: Work engagement is impacted by principle climate.

H4: Work engagement is impacted by input control.

H5: Work engagement is impacted by output control.

H6: Work engagement is impacted by behavioural control.

Research's Limitations and Scope

The information utilised in this study came from a survey given to employees of a company that, as of 2023, is among the major airlines in Turkey. Before the survey was administered to the airline where the research would be conducted, it was informed that the data obtained as a result of the statements in the survey would be used in accordance with the purpose of the research and was assured that it would not be shared with any institution or organization. The main limitation of this study is its focus on employees inside a solitary airline.

Method Followed in Collecting Data and Data Collection Tool

In the research, a research and measurement method based on quantitative data was adopted and a survey was used as a data collection

technique. While creating the questionnaire, theoretical and empirical academic publications on ethical climate, control mechanisms and work engagement were examined, and the scales used were selected from scales that had been used in previous studies and demonstrated high reliability and validity. Nonetheless, all of these scales were created in English originally. Therefore, in order to remove any potential issues brought about by cultural differences, the scales must first be translated into Turkish before being modified to our language. The scales were translated from English into Turkish for this purpose, then back into English, and language specialists assessed if the scales' expressions varied in the context of other cultures. It has been noted that no expression has been rendered meaningless or altered by translation. To further ensure the validity of the measures, explanatory and confirmatory factor analyses were carried out. The dependability of the results was then examined using Cronbach Alpha values. Cronbach Alpha values were found as Engagement in work 0,784, ethical climate 0,894 and control mechanisms 0,903. All values are within the desired limits (Durmazpınar, 2023).

There are four sections of the questionnaire that was utilised in the study. The employees' demographic information (gender, age, marital status, income level, total working hours, and management level) is asked about in the first part. A scale of 19 statements is used in the second section to measure the ethical climate. A scale with eighteen statements is included in the third part to measure organisational control systems. A scale with six statements that measure the degree of work involvement is included in the fourth part.

Organizational Ethics Climate Scale: The scale was taken from the research of Kayapalı Yıldırım and Karabey (2017), who adapted it from the study conducted by Victor and Cullen in 1988. The ethical climate types that are frequently seen in organisations were categorised by Victor and Cullen as egoistic, benevolent, and principled climates in their ethical climate model, and this is how they were used in our study. The Likert type scale has five points: 1 for strongly disagreeing and 5 for strongly agreeing.

The Scale of Organisational Control Mechanisms: The 5-point Likert scale (1: strongly

disagree - 5: strongly agree) was adopted by Kayapalı Yıldırım (2019) from a research done by Snell in 1992 to examine organizational control systems. Three sub-dimensions make up the scale: behavioural control, output control, and input control.

Work Engagement Measure: Özkalp and Meydan (2015) translated the Work Engagement Scale, which was created by Schaufeli and Bakker in 2003, into Turkish. Another 5-point Likert scale (1 being extremely poor and 5 being very good). In our study, the scale was assessed as a single dimension.

Population and Sample

The primary participants in this study are the employees of an airline that, as of 2023, is among the biggest in both Turkey and the globe. Surveys were used to gather data from employees as part of the investigation. It is estimated that the firm under consideration employs 75,000 people in total. The sample size to be selected from this research population was determined as 380, with a margin of error of 5% within 95% confidence limits (Surveysystem, 2023). The sample was chosen using random sampling techniques. A survey was sent to all 450 employees, and 395 of those questionnaires yielded feedback. After eliminating incorrect or incomplete answers, 387 surveys were included in the analysis.

Findings

Findings Concerning the Participants' Demographic Features

Findings pertaining to the research participants' demographic distribution are displayed in Table 2.

Table 2 shows that women constitute 29.6% of study participants, while males constitute 70.4%. In terms of participant age distribution, it can be observed that 9.6% of participants are between the ages of 23 and 30, 52.5% are between the ages of 31 and 38, 31.5% are between the ages of 39 and 46, and 6.4% are between the ages of 47 and older. When looking at the participant distribution based on marital status, it is evident that 40.8% of them

are single and 59.2% of them are married. Taking into account how the participants were distributed in terms of the total number of working period,

Table 2. Distribution of Demographic Characteristics of Employees

Variable	Category	Frequency	Percentage
Gender	Male	272	70,4
	Female	115	29,6
Age	23-30	37	9,6
	31-38	203	52,5
	39-46	122	31,5
	47 and older	25	6,4
Marital Status	Single	158	40,8
	Married	229	59,2
Working Life	0-5 years	29	7,5
	6-10 years	61	15,8
	11-15 years	135	34,9
	16-20 years	129	33,3
	21 and more	33	8,5
Level of Income	5.000 TL - 10.000TL	33	8,5
	10.001 TL -15.000 TL	52	13,4
	15.001 TL – 20.000 TL	135	34,9
	20.001 TL – 25.000 TL	99	25,6
	25.001 TL and more	68	17,6
Manager	Yes	84	21,7
	No	303	78,3
Total		387	100

7.5% had worked for 0–5 years, 34.9% for 11–15 years, 33.3% for 16–20 years, 15.8% for 6–10 years, and 7.5% for It is evident that he has worked for at least 21 years. By taking into account the participants' income status distribution, the following groups are represented: 13.4% in 10,001 TL - 15,000 TL, 34.9% in 15,001 TL - 20,000 TL, 25.6% in 20,001 TL - 25,000 TL, 17.6% in 25,001 TL and above, and 8.5% in 5,000 TL - 10,000 TL.

Confirmatory Factor Analysis

The standardised loading values related to the confirmatory factor analysis applied to the scale of being engaged at work are presented in Figure 2.

When the factor loadings in Figure 2 were analysed, it was determined that there was no item below 0.30 and the factor loadings were within acceptable limits. Confirmatory factor analysis fit indices for the engagement scale are presented in Table 3.

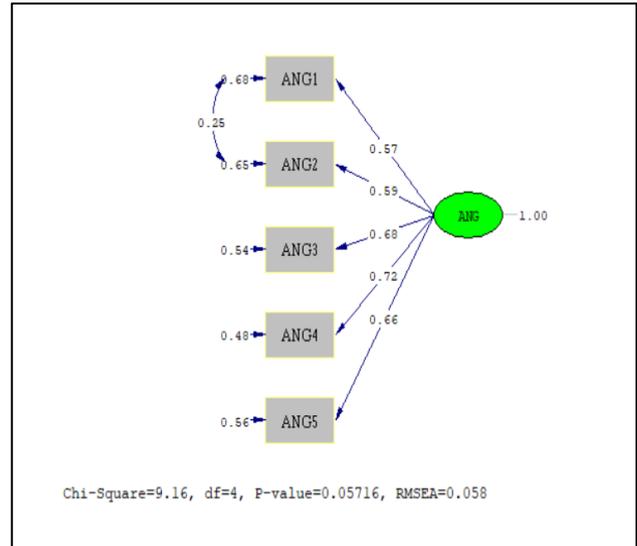


Figure 2. Factor Loadings of Being Engaged in Work Scale

The standardised loading values related to the confirmatory factor analysis applied to the ethical climate scale are presented in Figure 3.

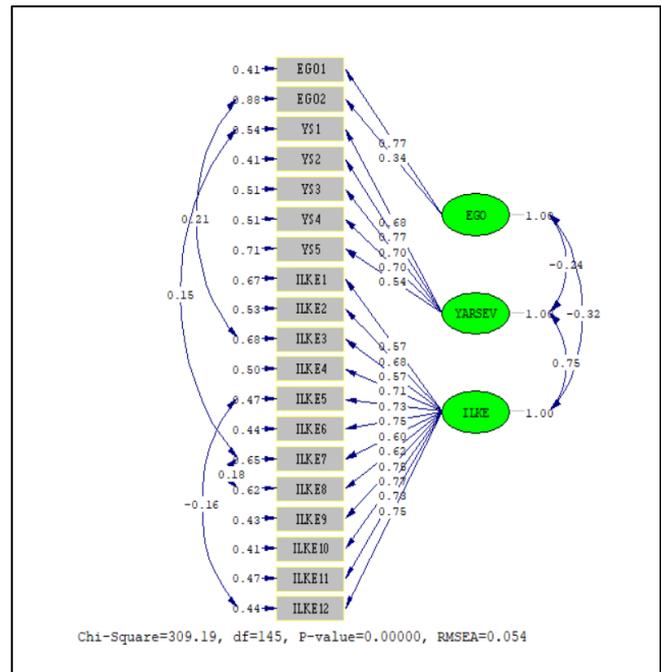


Figure 3. Ethical Climate Scale Factor Loadings

When the factor loadings in Figure 3 were analysed, it was determined that there was no item below 0.30 and the factor loadings were within acceptable limits. Confirmatory factor analysis fit indices for the Ethical Climate scale are presented in Table 3.

The standardised loading values related to the confirmatory factor analysis applied to the control mechanisms scale are presented in Figure 4.

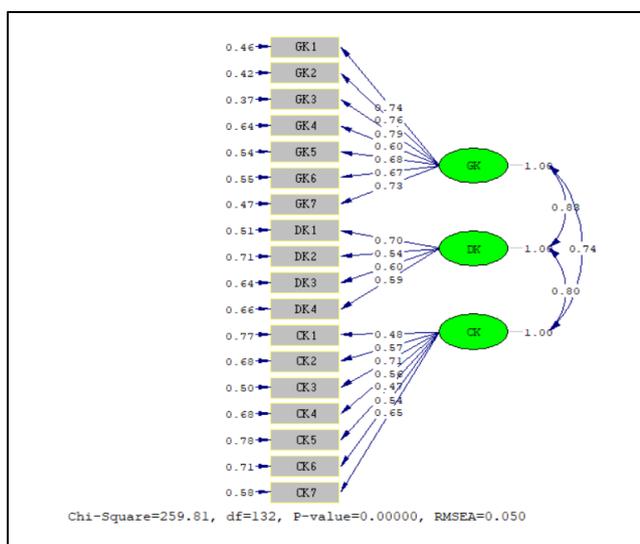


Figure 4. Control Mechanisms Scale Factor Loadings

When the factor loadings in Figure 4 were analysed, it was determined that there was no item below 0.30 and the factor loadings were within acceptable limits. Confirmatory factor analysis fit indices for the control mechanisms scale are presented in Table 3.

Table 3: Confirmatory Factor Analysis Fit Indices of Variables

Indices	Good Fit	Acceptable Fit	Engagement in Work	Ethical Climate	Control Mechanisms
χ^2/sd	$0 \leq \chi^2/sd \leq 2$	$2 \leq \chi^2/sd \leq 3$	2,29	2,13	1,96
RMSEA	$0,00 \leq RMSEA \leq 0,05$	$0,05 \leq RMSEA \leq 0,08$	0,058	0,054	0,050
GFI	$0,95 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,95$	0,99	0,92	0,93
AGFI	$0,90 \leq AGFI \leq 1$	$0,85 \leq AGFI \leq 0,90$	0,96	0,90	0,91
CFI	$0,97 \leq CFI \leq 1$	$0,95 \leq CFI \leq 0,97$	0,99	0,98	0,98
NFI	$0,95 \leq NFI \leq 1$	$0,95 \leq NFI \leq 0,97$	0,99	0,97	0,96
NNFI	$0,97 \leq NNFI \leq 1$	$,90 \leq NNFI \leq 0,95$	0,98	0,98	0,98

Source: Celik & Yilmaz, 2013

According to Table 3, χ^2/sd , RMSEA, GFI, AGFI, CFI, NFI and NNFI index values of all variables are compatible.

Table 4: Analysis of Correlation

Variable	\bar{x}	Std.D	1	2	3	4	5	6	7
1 Egoist	2,5207	,90097	1						
2 Benevolence	3,5504	,73873	-,155	1					
3 Principle	3,7991	,74692	-,187	,671	1				
4 Input Control	3,9144	,79396	-,251	,629	,704	1			
5 Behavioral Control	3,7080	,76328	-,183	,545	,644	,651	1		
6 Output Control	3,6829	,61373	-,181	,563	,532	,611	,593	1	
7 Work Engagement	3,8982	,67500	-,217	,537	,631	,678	,550	,496	1

Findings Regarding the Relationship Between Variables

The Pearson correlation coefficient was computed to ascertain the correlations between the variables, and the findings are shown in Table 4.

According to Table 4, Egoistic climate has a weak negative relationship with the variables of Benevolence ($r = -.155, p < 0.05$), Principle ($r = -.187, p < 0.05$), Input Control ($r = -.251, p < 0.05$), Behavioral Control ($r = -.183, p < 0.05$), Output Control ($r = -.181, p < 0.05$) and Work Engagement ($r = -.217, p < 0.05$). Benevolence has a moderate positive relationship with the variables of Principle ($r = .671, p < 0.05$), Input Control ($r = .629, p < 0.05$), Behavioral Control ($r = .545, p < 0.05$), Output Control ($r = .563, p < 0.05$) and Being Engaged in Work ($r = .537, p < 0.05$). Principle has a moderate positive relationship with the variables of Input Control ($r = .704, p < 0.05$), Behavioral Control ($r = .644, p < 0.05$), Output Control ($r = .532, p < 0.05$) and Work Engagement ($r = .631, p < 0.05$). Input Control has a moderate positive relationship with the variables of Behavioral Control ($r = .651, p < 0.05$), Output Control ($r = .611, p < 0.05$) and Work Engagement ($r = .678, p < 0.05$). Behavioral Control has a moderate positive relationship with the Output Control ($r =$

$.593, p < 0.05$) and Work Engagement ($r = .550, p < 0.05$) variables. Output control has a moderate positive relationship with the variable of engagement in work ($r = .496, p < 0.05$).

Regression Analyzes

Analysing the Impact of Principle, Benevolence and Egoistic Factors on the Engagement Variable

The findings of the regression analysis pertaining to the influences of egoistic, benevolence, and principle factors on work engagement are shown in Table 5.

Table 5. Regression Analysis Results on the Effect of Egoist, Benevolence and Principle Variables on Work Engagement

Independ. Variables	Depend. Variables	Non-stand. B	Stand. β	t	F	R ²	ΔR^2	p
Egoist	Engagem. in work	-,073	-,097	-2,463	96,453	,430	,426	,014
Benevolence		,184	,202	3,881				
Principle		,431	,477	9,121				

In accordance with the data in Table 5, R² = 0.430. This number indicates that a 43% explanation of the dependent variable, engagement, can be provided by the independent factors.

Table 6. Regression Analysis Results on the Effect of Input Control, Behavioral Control and Output Control on Work Engagement

Independ.Variables	Depend. Variables	Non-stand. B	Stand. β	t	F	R ²	ΔR^2	p
Input Control	Engagem. in Work	,446	,524	10,080	119,579	,484	,480	,000
Behavioral Control		,142	,161	3,139				
Output Control		,088	,080	1,637				

The results show that the factors of egoistic, benevolence, and principle have an impact on involvement (p values 0.00 < 0.05). As a result, the pertinent theories were approved. Examining standardised β data reveals that 0.477 is the biggest beta coefficient. This result indicates that the primary variable is the independent variable that contributes most to the dependent variable when the effects of the other variables in the model are held constant. The principle variable makes the most contribution, followed by benevolence. For the egoist, the standardised β value found is negative. As a result, the dependent variable of work engagement is negatively impacted by the egoist variable.

Table 6 presents the regression analysis results regarding the effects of input control, behavioral control, and output control on work engagement.

According to the information presented in Table 6, R² = 0.484 was obtained. According to this value, the independent variables can explain the dependent variable, engagement, by 48%. Since the p values obtained for the input control and behavioral control variables are < 0.05, it appears that the input control and behavioral control variables have an effect on engagement. Therefore, the relevant hypotheses were accepted.

Since the p values obtained for the output control variable are > 0.05, it appears that the output control variable does not have an effect on engagement.

When standardized β values are examined, the largest beta coefficient is 0.524. This obtained value shows that when the effect of other variables in the model is kept constant, the independent variable that makes the strongest contribution to the dependent variable is input control.

Table 7. Results of Hypothesis Tests

Hypothesis	Results
H1: Egoistic climate negatively affects work engagement.	Accepted
H2: Benevolence climate positively affects work engagement.	Accepted
H3: Principle climate positively affects work engagement.	Accepted
H4: Input control positively affects work engagement.	Accepted
H5: Output control positively affects work engagement.	Denied
H6: Behavioral control positively affects work engagement.	Accepted

Discussion and Conclusion

For this study, which was conducted to determine the effect of ethical climate and organizational control mechanisms on work engagement, data was collected through a survey technique on 387 employees of a company that is one of the largest airline companies in Turkey and the world. The general results obtained by analyzing the collected data are as follows: the average of the egoistic climate, one of the sub-dimensions of ethical climate, was 2.52, the average of the benevolence climate was 3.55, and the average of the principle climate was 3.79. While the level of egoistic climate was low, the averages of benevolence and principle climate were high. Among the sub-dimensions of organizational control mechanisms, the mean of input control was found to be 3.91, the mean of output control was 3.68 and the mean of behavioral control was 3.70. In general, the average of control mechanisms is high. The average of job engagement was found to be 3.89. The high average for this concept, which is considered positive within the organizational structure, is a positive situation for the airline company.

When we look at the averages of the egoistic climate, the averages of the statements "In the institution where I work, people look out for their own interests more than other issues" and "In this institution, people mostly look out for their own interests" are quite low at the level of 2.5. This shows that the egoistic climate is low in the organization. On the other hand, the level of expressions related to benevolence, such as "People in the institution where I work, care for and want each other's well-being", "The most important issue in the institution where I work is to take care of everyone's benefit", "In the institution where I work, it is always aimed to act in accordance with the benefit of the employees", is above average. It shows that the benevolence climate in the institution is above average, although not very high. When we look at the principledness climate, the statements such as "In the organization where I work, whether a decision is in accordance with the law or not is the most important evaluation criterion", "The organization where I work expects its employees to comply with the laws and professional standards first and

foremost", "In the organization where I work, employees are expected to strictly comply with legal or professional standards", "In the organization where I work, laws or professional ethical rules are the most fundamental issues that are taken into consideration" and similar statements are the statements with the highest level within the ethical climate and well above the average. It is expected that the climate of principledness is high for an airline. The reason for this can be explained as the obligation to comply with the standards imposed by the International Civil Aviation Organization (ICAO). This obligation may have turned into a culture and climate over time.

When the averages of control mechanisms are analyzed, input control statements such as "Managers receive the necessary training before assuming responsibility", "They make great efforts to establish the best employment procedures", "Managers have developed job-related skills after years on the job", "Individuals must undergo a series of evaluations before being hired" are above average. In addition, statements belonging to output control such as "In performance appraisal, comparison with predetermined targets is made", "Quantitative evidence is used as the main determinant of performance", "The difference in salaries between employees shows the difference in their performance" are also above average. Statements related to behavioural control such as "Behaviours are primarily evaluated when evaluating the performance of employees", "Employees are held responsible for their own activities (what they do) regardless of the consequences", "Employees are evaluated according to certain procedures and methods", "Managers and all employees consult with each other when work-related standards are to be set" were high. Again, civil aviation authorities (ICAO) may have provided airline companies with a structure that directs internal control processes towards standardized practices.

When we look at the level of engagement of the employees, the averages of the statements such as "I feel strong and vigorous while doing my job", "I feel the desire to go to work when I wake up in the morning", "My job gives me enthusiasm", "My job inspires me", "I am proud of what I do" are quite

high. This situation shows that employees love their jobs, are committed and passionate about their jobs and work in a positive environment.

Egoistic climate directly, significantly, and negatively affected the level of engagement. The higher the level of egoistic climate in which there are employees who are more concerned about their own interests, the lower the level of passion of employees who feel strong and vigorous while doing their job, who have the desire to go to work when they wake up in the morning, whose work inspires and inspires them, and who are proud of their work. Employees who are in constant conflict and harmful stress may get tired of competition and struggle and lose their passion for their work.

Benevolence climate has a direct, significantly, and positive effect on the level of work engagement. The higher the level of benevolence climate, in which the people in the organization look out for each other's well-being, especially for the benefit of everyone, the higher the level of employees who are engaged and passionate about their work. Compliance enables employees to appreciate their organizations. In addition, ethical climate is appreciated not only by employees but also by customers (Müjdelen et al., 2012).

Principle climate directly, significantly, and positively affected the level of engagement in work. The level of employees who are engaged and passionate about their work increases as the climate increases in organizations that are the most important evaluation criterion whether a decision in the organization is in accordance with the law or not, that expect compliance with laws and professional standards above all, that fulfil legal or professional standards and that take into account professional ethical rules. Yaldiran (2010) found a significant positive relationship between the variable of dedication to work and the variable of ethical climate. According to this, the existence of an organization's value system increases work engagement. This may be caused by the fact that ethical standards eliminate uncertainty (Müjdelen et al., 2012). The fact that the principles are clear leads to the recognition of the standards for the employees, and the uncertainty that is eliminated ensures engagement in the work.

Many researchers such as Trevinno, Butterfield, and McCabe (1998), Schwepker and Hartline (2005) have found a relationship between organizational commitment and ethical climate. According to the research conducted by Ambrose, Arnaud, and Schminke (2007), job satisfaction has a strong relationship with ethical climate.

Although the relationship between output control and level of engagement was significant in the correlation analysis, no significant relationship was found in the regression analysis. On the other hand, input control had a direct, significant, and positive effect on the level of engagement. The higher the level of input control, in which managers receive the necessary training before assuming responsibility, the best employment procedures are established, and managers develop their job-related skills after years on the job, the higher the level of employees who are engaged and passionate about their work. Yu and Wai (2008) found that organizational control systems play a regulatory role in labour performance. Skilful managers who keep their expertise up to date through training, as well as assessment control systems applied when hiring skillful and suitable employees, can ensure that employees are passionate about their work. Agency theory suggests that more control mechanisms can be designed to align the interests of agents with those of principals. Specifically, Ouchi (1979) pointed out that selection and training have a socialising effect that aligns individuals' goals with their organizations (Ng, 2000; Snell and Youndt, 1995). According to the results of the empirical research conducted by You and Wai (2008), input control was found to be an important factor in creating positive organizational changes and there was an interaction between task characteristics in terms of programmed knowingness and capacity for improvement in organizational development.

Behavioural control directly, significantly, and positively affected the level of work engagement. The higher the characteristics of behavioural control, in which behaviours are primarily evaluated while evaluating the performance of employees, employees are held responsible for their own activities (what they do), employees are evaluated according to certain procedures and

methods, managers and all employees consult with each other when job-related standards are to be set, the higher the level of employees who are engaged and passionate about their work. According to You and Wai (2008), in order to develop a strategy for human resources, it is necessary to understand the nature of the task before designing the type of control. To improve performance, behaviour-based control is achieved through better work. This can lead to employee engagement.

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