

## The Effect of Ethical Climate on Job Satisfaction within the Context of Organizational Trust: A Research in Banking Sector

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### Abstract

*The main objective of this study is to examine the intermediary role of organizational trust in the relation between the ethical climate level applied and the employees' job satisfaction. In this study with this aim, the sample comprises of 187 staff members who work in public banks, private banks and participation banks operating in Kars and its districts. In the study, where convenience sampling method was used, the data was obtained with the questionnaire technique, which comprises questions including demographics, ethical climate, job satisfaction and organizational trust. The data obtained were analyzed with SPSS and AMOS programs. Hypotheses were formed in the light of studies done regarding the variables in national and international literature and were tested with correlation and multiple regression analyses. Sobel test was utilized in determining the mediation role, and the results were interpreted accordingly. Sobel test was used to determine the mediation role and the results were interpreted accordingly. The results obtained from the analyzes showed a low level of relationship between ethical climate and organizational trust. In addition, while there is a moderate and positive relationship between ethical climate and job satisfaction, internal satisfaction and external satisfaction from sub-dimensions are positively correlated with low level, organizational trust plays a full mediating role in the relationship between ethical climate and job satisfaction.*

**Keywords:** Ethical Climate, Job Satisfaction, Organizational Trust, Performance, Productivity

## Örgütsel Güven Baęlamında Etik İklimin İř Doyumuna Etkisi: Bankacılık Sektöründe Bir Arařtırma

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### Öz

*Bu çalışmanın temel amacı örgütlerde uygulanan etik iklim düzeyi ile çalışanların iş doyumunu arasındaki ilişkide örgütsel güvenin aracı rolünü incelemektir. Bu amaçla ele alınan bu çalışmada, örneklem olarak Kars ve ilçelerinde faaliyette bulunan kamu, özel ve katılım bankalarında çalışan 187 personeli kapsamaktadır. Kolayda örneklem yönteminin kullanıldığı çalışmada veriler demografik, etik iklim, iş doyumunu ve örgütsel güveni içeren soruların yer aldığı anket teknięiyle elde edilmiştir. Elde edilen veriler SPSS ve AMOS programları ile analiz edilmiştir. Ulusal ve uluslararası literatürde deęişkenlere yönelik olarak yapılmış çalışmalar ışığında hipotezler oluşturularak korelasyon ve çoklu regresyon analizleri ile test edilmiştir. Aracılık rolünün tespit edilmesinde Sobel testinden yararlanılmış ve sonuçlar bu doğrultuda yorumlanmıştır. Analizler neticesinde elde edilen bulgularda etik iklim ile örgütsel güven arasında düşük düzeyde bir ilişki görülmüştür. Ayrıca etik iklim ile iş doyumunu arasında orta düzeyde ve pozitif yönlü, alt boyutlardan içsel doyum ve dışsal doyum ile düşük düzeyde pozitif yönlü bir ilişki söz konusu iken, etik iklim iş doyumunu ilişkisinde örgütsel güvenin tam aracılık rolü üstlendięi tespit edilmiştir.*

**Anahtar Kelimeler:** Etik İklım, İř Doyumunu, Örgütsel Güven, Performans, Verimlilik

## Introduction

Globalization movements and technological developments cause quite rapid changes in today's business world. These changes expose organizations that are an integral part of the social structure to ruthless market conditions. In such an environment, the success of organizations is measured by the qualified human resources they have. Bringing qualified human resources into the organization and retaining the existing resources within the organization is vital in maintaining the existence of organizations and in the organizations' ensuring sustainable competitive advantage. Recent developments and the opportunities offered to qualified employees by enterprises enable the formation of a mutual trust environment between enterprises and employees. The job satisfaction that employees feel thanks to the organizational rules formed by managers also has a crucial role in the formation of this trust.

Many businesses operating within the economic structure have understood the importance of the work environment for job satisfaction and have begun to make efforts to make it a competitive advantage tool. Employees' assessment of their work and environment as qualified and perceiving them as positive will increase their loyalty to the organization and cause them to share their gains with the organization or use them for the benefit of the organization. In addition, when employees feel that they are supported by their organizations and perceive that their wants and needs are met, both their intentions to leave the organization and their thoughts about working in another job will decrease and their confidence in the organization will increase.

Organizational trust is the provision of the belief and support of the employees that the business owners or managers will be honest with their employees and fulfill their commitments to them. In this way, the existence of an atmosphere of trust within the organization brings out many positive developments for employees, managers and organizations. Therefore, the primary objectives of the managers should be to build an organizational environment that will ensure that employees are satisfied with the work they have done and to provide their trust in the organization and management by forming the structural ground that will motivate them.

## 1. Conceptual Framework

### 1.1. Ethical Climate

Ethics, a concept derived from the word "Ethos", means character in Greek. Ethics is also expressed as "a philosophical discipline, which treats and investigates the values, rules and ethical elements such as right-wrong or good-bad, which include the fundamental foundations of individual and social relations between people" (Mumcu and Döven, 2016, p.115). Ethical climate is defined as a common perception of what ethically acceptable behaviors are and how ethical issues are handled within an organization. In other words, the ethical climate reflects the organization's policies, procedures and practices in relation to ethical issues and their impact on employees' ethical beliefs and behaviors (Numminen, 2015; Olson, 1998; Victor et al. 1988; Martin et al. 2006). In another definition, ethical climate is defined as common perceptions about what ethically correct behavior is and how ethical problems should be addressed in the institution (Victor and Cullen, 1987). The concept for the individual is their common perception regarding "how it goes in the organization" (Aksoy et al. 2017, p.13), or "how the organization works" and a result of organizational culture (Taner and Elgün, 2015, p.100). The climate of the institution has a differentiating property and is made up of common elements such as solidarity between employees, mutual trust, togetherness and publicity, with its features unique to the institution (Aydoğan, 2003, p.210). As a matter of fact, the studies carried out on the subject reveal that there are important relationships between the ethical climate of an organization and the ethical behavior of employees (Deshpande, 1996; Deshpande et al., 2000; Fritzsche, 2000; Wimbush and Shepard, 1994). When the behaviors in the organization are perceived as ethical by the employees, these perceptions will also affect ethical decision-making, the behaviors of organization members and their attitudes towards individual works (Brown and Treviño 2006). The collective impact of the ethical perceptions of many organizational members creates a working environment characterized by common ethical working norms (Davidovitz et al. 2007; Dickson et al.

2001). The examination of the studies conducted on the subject reveal impressive results. To exemplify, it is observed that there is an increase in job satisfaction and firm performance when the employees perceive the activities performed within the organization as ethical (Weber and Seger, 2002) and a strong ethical climate increases organizational commitment and decreases the ratio of termination of employment (Schwepker 2001, p.46; Hunt et al.1989: 86; Tsai and Huang 2008: 565). It will be useful, if these elements, which are effective in the competition process, are analyzed well by the managers and the managers take the necessary measures by preventing unethical behaviors that may threaten or disrupt the current ethical climate (Peterson, 2002, p.313).

## 1.2. Organizational Trust

Employees' trust in the organization is one of the factors effective in achieving and sustaining organizational success. The trust elements provided by the institution underlie the factors, which ensure the employee-organization loyalty relation such as organizational identification, job satisfaction and belonging. Where there is confidence, behavioral uncertainty may be reduced and the likelihood of the fulfillment of promises given increases.

Gambetta (1988) has defined organizational trust as "a global assessment of the perceived reliability of the organization by employees." Organizational trust is employees' finding the organization's actions and activities positive or at least interpreting them as an action that will not harm them. Belief in management, assurance, honesty and positive expectation regarding the management's activities and the state of the organizational structure constitute some of the trust components (Yılmaz and Atalay, 2009). This process consists of a process of social change in which employees analyse and interpret corporate and managerial actions, respond to them and as a result constantly monitor whether they need to trust senior management (Singh and Srivastava; 2016, p.595). Seal (1998) argues that the formation of the trust element arises with the evaluation of the characteristics of the individual or the company. In an organization, the relationship of trust develops either between staff or through personal inter-

action with managerial decision makers. The existence of a reliable organizational culture, low uncertainty in discourse and behaviours and attitudes of top management, which greatly reduce uncertainty, are the guarantees of an ideal environment (Connell and Mannion, 2006, p.420). This property implies that trust is a two-way process. Employees will respond to the confidence reflected to them by the management. If employees feel a lack of trust in issues such as organizational structures, roles and climate, this response will be negative and an insecure environment will emerge. Shockley-Zalabak et al. (2000) state that organizations with high levels of trust operate more efficiently than organizations with low levels of trust or those that are executively and structurally insecure, and are more successful, adaptable and innovative due to low transaction costs (Singh and Srivastava; 2016, p.595). On the other hand, it is expressed that the state of organizational insecurity can lead to a decrease in the quality of decisions made by employees, an increase in stress levels, a weakening of employees' focus on work, being less creative and innovative and avoiding difficulties in the workplace (Sonnenberg, 1994, p.14-15). If businesses have a desire to grow and compete in the global market, everything that is done and will be done must have the essence of trust. There should not be anything spoken about or kept hidden. Trust, which is an element that can never be guaranteed, cannot be earned overnight. It must be built with care, fed strongly and strengthened continuously.

### **1.3. Job Satisfaction**

In the modern era, organizations face many challenges due to the dynamic nature of the environment. One of the biggest obstacles that a business can be faced with is to cope with the ever-changing and developing environment and to please its employees in order to achieve success and stay competitive. In order to increase the productivity, effectiveness and commitment of the employees, the enterprise should try to meet the needs of its employees by providing good working conditions.

Many businesses active in the economic structure remain incapable of understanding the importance of working environment for the job satisfaction of employees and therefore are faced with many difficulties throughout the working process. Since such organizations are weak in

terms of internal structure, they can not release innovative products to the market in order to provide a competitive advantage or become prominent (Aiken, Clarke and Sloane, 2002, p.9). Therefore, the primary objective of managers should be to build the organizational structure, which will ensure that the employees are pleased with the work they have done, and to form the structural ground, which will motivate them.

According to Vroom (1964), job satisfaction is a reflection of employees' feelings about their role in the workplace. Job satisfaction is the main component of employee motivation and their encouragement to show a better performance (Raziqa and Maulabakhsh, 2014, p.718; Eginli, 2009, p.36). In another definition, job satisfaction is seen as individuals' positive emotional reactions and attitudes towards their jobs (Oshagbemi, 1999, p.389). Hoppok and Spielgler define job satisfaction as integrated, psychological, physiological and environmental conditions that encourage employees to accept that they are satisfied or happy with their work (Raziqa and Maulabakhsh, 2014, p.718). As it can be understood from the definitions made, job satisfaction at work is a process that occurs when what the employee gains from the work s/he performs matches with his/her expectations. The realization of this phenomenon depends on the opportunities offered by the organization, and these opportunities affect labor productivity.

According to Fred Luthans, there are three important characteristics of job satisfaction (Sevimli and Işcan, 2005, p.56). The first is the part related to the emotional aspect of job satisfaction. Emotional part predominates in job satisfaction. Because it cannot be seen and can only be felt. The second characteristic of job satisfaction is the articulation of the extent to which outputs meet expectations. The third characteristics is that job satisfaction brings along many interrelated attitudes. These are usually attitudes related to work, wage, promotion opportunities, management style, colleagues, etc.

There are also many studies conducted from past to present where it is asserted that existing opportunities in employment conditions may negatively affect job satisfaction and impair the physical and mental health of the employees (Faragher et al., 2005, p.106). According to the obtained results of the study, the emotional tendency about job satisfaction consists of two factors, which are positive effectiveness and negative effectiveness.

While high energy, willingness, effort and voluntary participation are indicators of positive effectiveness, involuntary participation, slacking, stress and irritability represent negative effects (Judge and Larsen, 2001, p. 71).

#### **1.4. Relationship Between Ethical Climate, Job Satisfaction and Organizational Trust**

The concept of ethical climate, which tries to explain how things are done in the organization and what kind of path will be followed, also clarifies what is right and what is wrong. Organizational principles, which are considered among the keys to success in organizational activities, enable both managers and employees to perform their actions and activities within the defined plans. However, the effective functioning of this process and its acceptance by the employees depend on the managers' adoption of these principles and their attitudes in practice.

If employees believe that their organization is ethical in organizational activities and have such a perception, they will be convinced that the organization will also be fair to them. This situation will lead them to think positively regarding the organization and ensure that they are satisfied and content with their jobs (Koh and Boo, 2001, p.311). In addition, the studies conducted show that ethical climate has positive effects on organizational and employee performance, trust in the organization and the manager, organizational commitment and identification with the organization. On the other hand, it was found that the positive perception of ethical climate reduces the organizational opposition, conflict, feeling of burnout, the turnover intention, absenteeism and job stress that will lead to negativity, therefore loss of productivity in the organization. Bıyık et al. (2016) showed in their studies aimed at those who serve at administrative level that ethical climate positively affected organizational commitment and job satisfaction . In the study, which Moghaddam, et al. (2015) conducted, it was found that ethical climate affected the performance positively, whereas in the studies of Eren and Hayatoğlu (2012) it was found that ethical climate affected the organizational commitment, performance and trust in the manager positively. In the study conducted by Büte (2011)



and aimed at 437 employees working at an enterprise operating in Gaziantep, it was revealed that ethical climate affects organizational trust more than organizational performance. Koh and Boo (2001) saw that ethical climate and ethical behaviors were effective in achieving job satisfaction in the study they conducted with 237 managers in Singapore. In their study aimed at the effects of the understanding of organizational trust in organizations, Gilbert, and Tang, (1998) revealed that organizational trust had a positive effect on job satisfaction and organizational activities. In the study conducted by İşcan and Sayın (2010) on the relationship between organizational justice, organizational trust and job satisfaction, a positive relationship was found between the three variables.

In a study conducted by Vanderberg and Lance (1992) aimed at academic staff, it was seen that job satisfaction and job content in organizations increased the organizational commitment of employees. On the other hand, in the study conducted by Aziri (2011), it was seen that high job satisfaction reduced absenteeism. Inuwa's (2016), in his study aimed at 270 administrative staff at Bauchi State University in Nigeria, found a significant relationship between job satisfaction and employee performance.

Although no study that dealt with three variables together was determined, some studies conducted in the field in local and foreign literature on whether the existing variables had a positive or negative effect on the productivity and performance of the organization were identified. Since the happiness of the workforce within the organization, whose degree of influence is unquestionably important in today's working process, will be reflected on all the organizational activities, the decision makers have to determine the regulatory elements regarding this important factor. It should not be forgotten that "a happy person is a productive person."

Starting from the theoretical explanations made and national and international studies in the literature, the hypotheses and model that will determine the course of the study and deem the study meaningful will be as follows.

## 2. The Method of the Research

### 2.1. The Hypotheses and Model of the Research

The hypotheses aimed at determining the course of the study and leading towards the results aimed to be found in the study are as follows:

**H<sub>1</sub>**. There is a meaningful and positively oriented relation between ethical climate and job satisfaction.

**H<sub>2</sub>**. Ethical climate affects job satisfaction in a meaningful and positive way.

**H<sub>3</sub>**. Ethical climate affects organizational trust in a meaningful and positive way.

**H<sub>4</sub>**. Organizational trust plays an intermediary role between ethical climate and job satisfaction.

The research model, in the light of the hypotheses prepared to be tested according to the theoretical explanations made and the results obtained from literature research, is as follows:

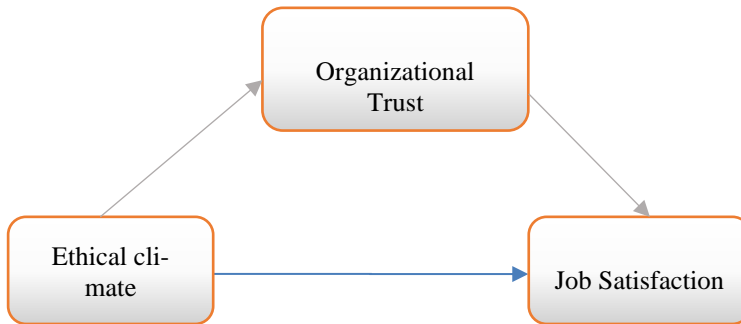


Figure 1. Research Model

### 2.2 The Aim and Importance of the Research

The main aim of the research is to determine whether organizational trust has a mediator (full / partial) role in the relationship between ethical climate and job satisfaction in organizations. In today's economic structure,

where today is different from yesterday and where change is taking place very quickly, businesses' adaptation to this process depends on their effective use of the workforce. Employees who act as intermediaries in the process of achieving the goals set by others will not perform productively when they think that their goals will not be realized. Employees who work actively, who are productive and who plan to share their gains with the enterprise will want to realize this action when they feel safe, when they are satisfied with their jobs and know what to do and when to do it. In this study, structured on the basis of this context, whereas there are studies done with other variables, which belong to variables in the study, in the national and international literature, the fact that the existing variables are used together for the first time and that organizational trust is used as a mediating variable are accepted as elements which deem the study important at this stage.

### 2.3. Population, Sample and Constraints of the Research

The population of the research consists of 281 employees ([www.tbb.org.tr/tr](http://www.tbb.org.tr/tr)) working in public, private and participation banks operating in Kars and its districts. The data set of the study consists of horizontal cross-sectional data. In order to determine the sample size in which the surveys will be applied in the study,

$$n = \frac{NPQZ^2}{(N-1)d^2 + PQZ^2}$$

formula was used (Orçanlı et al., 2017: 7). In the formula, the elements are as follows: n = sample mass size, N = main mass volume, P = percentage of employees who think that organizational trust is necessary, Q = percentage of employees who think that organizational trust is not necessary, Z test value at the level of (1 - P), Z = % (1 -  $\alpha$ ),  $\alpha$  = Significance level, d = Error (tolerance). It was observed that the sample size was 165, foreseeing an error margin of 5% within 95% confidence limits of this universe. Throughout the research, 200 questionnaires were sent to the enterprises and the number of questionnaires returned was 190. 3 questionnaires which were filled in incompletely and incorrectly were not evaluated; 187

questionnaires were obtained and analyzed. Limitations of the research may be identified as using the questionnaire technique as a data collection tool of the study and confining it to scales.

## 2.4. Demographic characteristics of the participants

46% of the participants were male and 54% female. In terms of marital status, 49.2% were married, 50.8% were single, and as for the age range, the ratio of those between 21-35 years was 13.4%, between 26-30 years of age was 18.2%, between 31-35 years of age was 32.6% and 35 years of age and above was 35.8%. When their education level was examined, it was seen that 9.1% of the employees had high school and secondary education, 78.1% of them had associate-bachelor degree and 12.8% had postgraduate education. It was found that the rate of those who spent less than 10 years working was high (66.9%) (Table 1).

*Table 1. Findings on Demographic Variables of the Participants*

Demographic Variables		N	% Percent
Gender	Male	86	46
	Female	101	54
Marital status	Married	92	49,2
	Single	95	50,8
Age	21-25	25	13,4
	26-30	34	18,2
	31-35	61	32,6
	35 and above	67	35,8
Education level	High school and below	17	9,1
	Associate degree	60	32,1
	Graduation	86	46
	Master	24	12,8
Seniority	Less than 1 year	35	18,7
	1 to 5 years	42	22,5
	6 to 10 years	48	25,7
	11 to 15 years	42	22,5
	16 and above	20	10,7
<b>Total</b>		<b>187</b>	<b>100</b>

## 2.5. Data Collection Process and Reliability Analyses

Questionnaire technique was used to collect the data required in the research. In the first part of the questionnaire, which consists of four parts, there are questions about demographic variables. In the second part, there are questions related to ethical climate, in the third part, questions related to job satisfaction and in the last part, there are scales consisting of questions related to organizational trust. Information about the scales is as follows.

In this study, the ethical climate was evaluated with the "Ethical Climate Scale," which consists of 7 expressions obtained by Schwepker et al. (1997), through improving the scale developed by Qualls and Puto (1989). The researches of Schwepker et al. were formed to determine the impact of ethical climate and ethical conflict on the role conflict of sales staff. The scale, the original form of which was prepared according to the 5-point Likert-type rating scale, is at a reliable level with its Cronbach Alpha internal consistency coefficient of 0.892 (Mumcu and Döven, 2016: 125). Ethics climate scale was used in the studies conducted by Bulut (2012) and Özçelik (2011) in Turkey and their Cronbach Alpha internal consistency coefficients were reported to be at very high levels (Bulut, 0.92; Özçelik, 0.89).

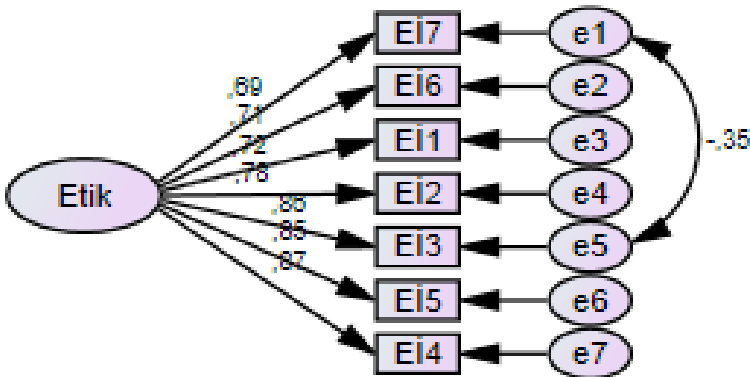
### 2.5.1. Exploratory and Confirmatory Factor Analysis Regarding Ethical Climate Scale

As a result of the exploratory factor analysis applied to the ethical climate scale, it was observed that the factor load values of all items in the 7-item scale were higher than 0.40 and that the items were loaded on a single factor. KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) scale (.902), which shows the condition of applying descriptive factor analysis to the data obtained from the research and the degree of globality, which shows that meaningful factors may be deduced from research data (Bartlett's Test of Sphericity; 839.707;  $p < .000$ ) revealed an adequate level.

**Table 2. Confirmatory Factor Analysis Regarding Ethical Climate Scale**

Ethical Climate	Factor Loads	Cronbach Alpha	KMO	Barlett Globality Test (p)
Eİ4	,874			
Eİ5	,872			
Eİ3	,856			
Eİ2	,824	0,915	0,902	839,707; p<0,001
Eİ1	,783			
Eİ6	,761			
Eİ7	,731			

According to the results of exploratory factor analysis performed for ethical climate, confirmatory factor analysis was also applied to the scale in order to reveal the harmony of the factor structure that emerged within the results. In the model, it was seen that chi-square value would rise and compliance values would increase when modification aimed at the E17 and Eİ3 items was performed . Fit indices of confirmatory factor analysis and reference values specified in the literature (Hooper et al., 2008) are given in Table 3.



*Figure 2. Modified Confirmatory Factor Analysis Regarding Ethical Climate Scale*

The confirmatory factor analysis of the ethical climate variable included in the study confirmed the uni-dimensional structure of the scale and the fit indices according to the CFA results were calculated as in Table 3.

**Table 3. Results of the Modified Fit Indices Regarding Ethical Climate Scale**

Indices	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	2,40	Good Fit
TLI	$,95 < TLI \leq 1$	$,90 < TLI \leq ,94$	,98	Good Fit
RMSEA	$0 \leq RMSEA \leq ,05$	$,05 \leq RMSEA \leq ,08$	,087	Acceptable Fit
CFI	$,95 < CFI \leq 1$	$,90 < CFI \leq ,94$	,98	Good Fit
GFI	$,95 < GFI \leq 1$	$,90 < GFI \leq ,94$	,96	Good Fit

### 2.5.2. Exploratory and Confirmatory Factor Analysis Regarding Organizational Trust Scale

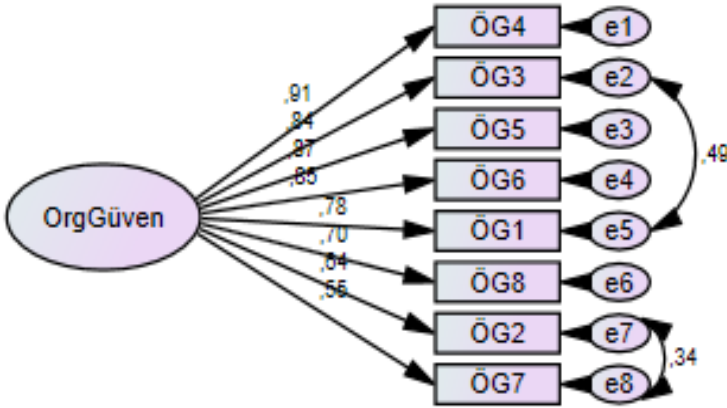
The second scale used in the study, which is organizational trust perception, was treated in two dimensions as trust in the manager and the perception of trust within the organization. The questions 1, 4, 5 and 7 in the scale developed by Schoorman (1996) and his colleagues (cited by Koç and Yazıcıoğlu, 2011: 47) measures the trust perceptions of employees regarding their managers at the administrative level and consists of 4 expressions. Questions 2, 3, 6 and 8 were developed by Nyhan and Marlow in 1997. The Cronbach alpha value of the scale used in the study conducted by Naktiyok (2015) was reported to be .882. Whereas the Cronbach alpha value of the scale of trust in the manager developed by Schoorman was .60, the Cronbach alpha value of the scale of trust in the organization developed by Nyhan and Marlow was determined to be .96.

In the study, following the exploratory factor analysis applied to the organizational trust scale, it was seen that the factor load values of all the items in the 8-item scale were higher than 0,40 and that the items were loaded up on a single factor. The KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy)(.904), which showed the applicability condition of descriptive factor analysis with the data obtained in the research and the globality scale, which showed that meaningful factors may be obtained from research data (Barlett's Test of Sphericity; 1103.761;  $p < .001$ ) revealed an adequate level.

**Table 4. Exploratory and Confirmatory Factor Analysis Regarding Organizational Trust Scale**

Organizational Trust	Factor Loads	Cronbach Alpha	KMO	Barlett Globality Test (p)
ÖG4	,892			
ÖG3	,884			
ÖG5	,861			
ÖG6	,851	0,925	0,904	1103,761; p<0,001
ÖG1	,836			
ÖG8	,749			
ÖG2	,739			
ÖG7	,664			

A confirmatory factor analysis was also applied to the scale, in order to reveal the coherency of the factor structure, which appeared within the conclusions obtained according to the results of the exploratory factor analysis performed for organizational trust. In the model, it was seen that chi-square value would increase and adaptation values would increase to an acceptable level, when modification was performed aimed at the items OT3 and OT1, and OT2 and OT7. Fit indices of Confirmatory Factor Analysis and reference values stated in the literature are given in Table 5.



**Figure 3. Modified and Confirmatory Factor Analysis Regarding Organizational Trust Scale**



**Table 5. Results of the Modified Fit Indices Regarding Organizational Trust Scale**

Indices	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	2,564	Good Fit
TLI	$,95 < TLI \leq 1$	$,90 < TLI \leq ,94$	,960	Good Fit
RMSEA	$0 \leq RMSEA \leq ,05$	$,05 \leq RMSEA \leq ,08$	,092	Acceptable Fit
CFI	$,95 < CFI \leq 1$	$,90 < CFI \leq ,94$	,974	Good Fit
GFI	$,95 < GFI \leq 1$	$,90 < GFI \leq ,94$	,944	Good Fit

### 2.5.3. Exploratory and Confirmatory Factor Analysis Regarding Job Satisfaction Scale

Minnesota job satisfaction scale was used to measure job satisfaction of employees. The job satisfaction scale was developed by Davis et al. (1967) to determine the job satisfaction level of employees and is made up of 2 dimensions, being internal and external, and 20 questions. In the evaluation of the Likert-type scale, participants are asked to choose one of the five options, which are "I am not satisfied at all," "I am not satisfied," "I am undecided," "I am satisfied," and "I am very satisfied."

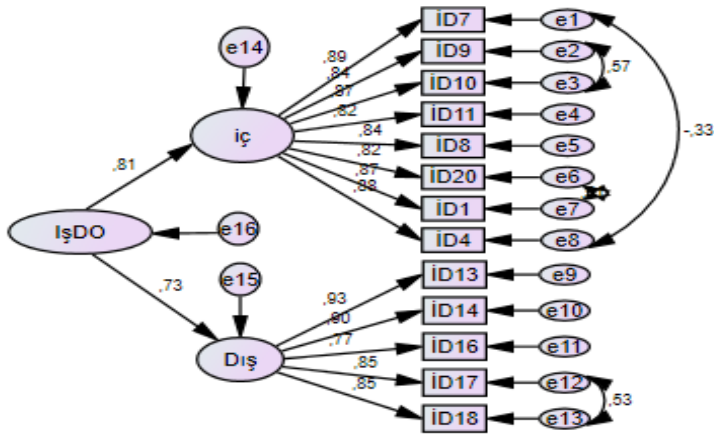
In the study, as a result of the exploratory factor analysis applied to the job satisfaction scale, it was seen that the factor load values of all items in the 13-item scale were higher than 0.40 and the items were loaded up on two factors in accordance with the original. It was decided to exclude the items 2,3,5,6,12,15 and 19 from the scale because the factor load values were less than 0.40 and they were loaded with overlapping and different dimensions. In the analysis conducted to evaluate the appropriateness of the data structure of the remaining 13 questions, KMO value's being 0.919 and Barlet sphericity test's showing significance above 0.000 degree showed that the data set was large enough for the analysis and that significant factors would emerge from the analysis.

Confirmatory factor analysis was also applied to the scale to reveal the harmony of the factor structure that emerged within the results obtained according to the results of exploratory factor analysis performed for job satisfaction.

**Table 6. Exploratory and Confirmatory Factor Analysis Regarding Job Satisfaction Scale**

	Factor Loads	Cronbach Alphas	KMO	Barlett Globality Test (p)
İD10	,893	0,939	0,948	0,919
İD1	,864			
İD7	,846			
İD9	,841			
İD11	,835			
İD4	,822			
İD20	,811			
İD8	,800			
İD18	,878	0,957		2511,984; p= ,001
İD13	,876			
İD17	,858			
İD14	,847			
İD16	,825			

In the model, it was seen that chi-square value would rise and adaptation values would increase to an acceptable level, when modification was performed aimed at the items ID7 and ID14, ID9 and ID10, and ID17 and ID18. Fit indices of Confirmatory Factor Analysis and reference ranges stated in the literature are given in Table 7.



**Figure 4. Modified and Confirmatory Factor Analysis Regarding Job Satisfaction Scale**

**Table 7. Results of the Modified Fit Indices Regarding Job Satisfaction Scale**

Indices	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	1,963	Good Fit
TLI	$,95 < TLI \leq 1$	$,90 < TLI \leq ,94$	,970	Good Fit
RMSEA	$0 \leq RMSEA \leq ,05$	$,05 \leq RMSEA \leq ,08$	,072	Acceptable Fit
CFI	$,95 < CFI \leq 1$	$,90 < CFI \leq ,94$	,977	Good Fit
GFI	$,95 < GFI \leq 1$	$,90 < GFI \leq ,94$	,917	Acceptable Fit

### 2.5.4. Data Collection Process and Reliability Analyses

Descriptive statistics for the variables included in the study are as in Table 8.

**Table 8. Descriptive Statistics for the Variables**

Variables	N	Mean	Standard Deviation	Skewness Value	Kurtosis Value
Ethical Climate	187	3,0894	1,0119	-,512	-,422
Organizational Trust	187	3,7655	,96191	-1,314	1,414
Job Satisfaction	187	4,0173	,93759	-1,201	1,214

The mean of the ethical climate scale ( $\bar{x} = 3.08$ ) and standard deviation of the employees included in the research process are 1.011, the mean of organizational trust scale ( $\bar{x} = 3.76$ ) and the standard deviation are .961. The average job satisfaction scale is ( $\bar{x} = 4.01$ ) and the standard deviation value is .937. When these findings are evaluated, it shows the perception that the ethical climate and organizational trust levels of the organization are high among the employees. This indicates that employees have positive feelings towards their organizations and therefore are highly satisfied by the work that they have done. This state of positive perception that emerges, is also reflected on the performances of the employees at the same level and increases the efficiencies of both the enterprise and the employees. In the study, normality test was performed in order to determine whether the groups had a normal distribution and skewness and kurtosis values were considered. It was observed that skewness value for ethical climate changed between -.0512, kurtosis value -.422, the skewness value for organizational trust -1/.314, kurtosis value -1.414, skewness value for

job satisfaction -1.201, kurtosis value 1.214. That skewness and kurtosis values are -1.5 and +1.5 shows that values have a normal distribution (Tabachnick and Fidell, 2013, cited in Erbay and Beydogan, 2017, p. 250).

## 2.6. Correlation Values of Variables

The correlation values for the variables used in the study and their sub-dimensions are given in Table 9.

*Table 9. The Correlation Values for the Variables and Their Sub-Dimensions*

	Ethical Climate	Organizational Trust	Job Satisfaction	Internal Satisfaction	External Satisfaction
<b>Ethical Climate</b>	1				
<b>Organizational Trust</b>	,272**	1			
<b>Job Satisfaction</b>	,344**	,263**	1		
<b>Internal Satisfaction</b>	,229**	,204**	,840**	1	
<b>External Satisfaction</b>	,286**	,248**	,817**	,559**	1

Low Strength:  $r < 0,30$ , Middle Strength:  $0,30 < r < 0,70$ , High Strength:  $r > 0,70$  \*:  $p < 0,05$ , \*\*:  $p < 0,01$

As a result of the Pearson correlation analysis conducted to express the relationship between the variables subject to the study, a significant relationship was found between the variables in the main dimension. A positively oriented relationship with a low level was found between ethical climate and organizational trust ( $r = 0.272$ ;  $p < 0.01$ ), and organizational trust and job satisfaction ( $r = 0.263$ ;  $p < 0.01$ ). This result confirms the propounded  $H_1$  hypothesis. In addition, a moderate, positively oriented correlation was found between ethical climate and job satisfaction ( $r = 0.344$ ;  $p < 0.01$ ). When the variables were examined within the framework of sub-dimensions, it was not possible to determine a low level and positively oriented relation between ethical climate and internal satisfaction ( $r = 0.229$ ;  $p < 0.01$ ), which is among the job satisfaction sub-dimensions and external sub-dimension ( $r = 0.286$ ;  $p < 0.01$ ). There is also a medium-low and positively oriented relation between organizational trust and internal satisfaction, which is among the sub-dimensions of job satisfaction ( $r = 0.204$ ;  $p < 0.01$ ) and external satisfaction sub-dimension. The findings ob-

tained regarding the values reveal that, those who work in the organizations are more integrated with their duties when they know what they are going to do and how they will do it, and that they feel more secure in this way.

The analysis developed by Baron and Kenny (1986) was utilized to determine the mediating role of organizational trust in the relationship between ethical climate and job satisfaction in organizations. Certain conditions must be established in order to use this developed analysis. These conditions are as follows:

- The first condition is that the independent variable used in the study should have an effect on the dependent variable and the mediating variable.
- The second condition is related to the consequence of the inclusion of the variable, which acts as an intermediary between the variables in the regression analysis in the second stage. If the relationship between independent and dependent variables is not significant in this analysis, there is a full mediation effect, and if there is a decrease in the relationship, there is a partial mediation role (Koç et al.2014: 8; Çankır and Alkan, 2018: 936).

In the present study, the mediating effect of organizational trust in the relationship between ethical climate (independent variable) and job satisfaction (dependent variable) was examined. In our study, in order to test the effect of mediator variables, the mediator variable was first removed from the model and the extent to which the independent variable predicted the dependent variable was examined. According to the result of the model, it was found that organizational support has a 37% effect on the quality of work life. In this direction, we can state that  $H_{11}$  is accepted. Figure 5 shows the estimated results of the model tested.

In order to determine the mediating role of organizational trust in the relationship between ethical climate and job satisfaction, the first condition suggested by Baron and Kenny, namely the independent variable, should have a significant effect on the dependent variable. According to the structural equation model analysis performed to determine this effect, there is a positively oriented correlation between ethical climate and job satisfaction of .35 , which is statistically meaningful. This result confirms the propounded  $H_2$  hypothesis.

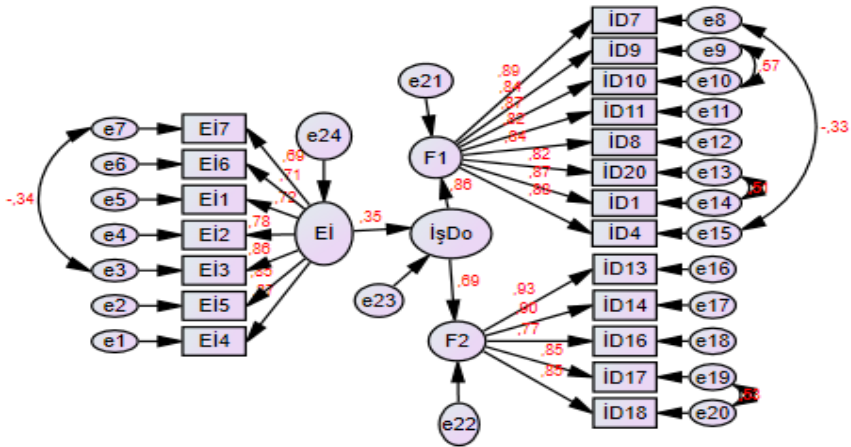


Figure 5. Standardized Estimation Results Showing the Impact of Ethical Climate on Job Satisfaction

Goodness of fit values regarding the model in which the effect between the dependent and independent variables was tested also support this result (Table 10).

Table 10. Value Ranges for Compliance Indices

Indices	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	1,35	Good Fit
TLI	$,95 < TLI \leq 1$	$,90 < TLI \leq ,94$	,970	Good Fit
RMSEA	$0 \leq RMSEA \leq ,05$	$,05 \leq RMSEA \leq ,08$	,044	Good Fit
CFI	$,95 < CFI \leq 1$	$,90 < CFI \leq ,94$	,98	Good Fit
GFI	$,95 < GFI \leq 1$	$,90 < GFI \leq ,94$	,90	Acceptable Fit

In the basic model of the study, job satisfaction is considered as external variable and implicit variables such as ethical climate and organizational trust are considered as internal variables. Organizational trust was added to the model as a mediating variable. In this study, maximum likelihood estimation method was applied. This method is accepted as a suitable method in cases where the study data shows normal distribution statistically. According to the results obtained from the model, the effect of ethical climate on job satisfaction is 35% when organizational trust factor is

not considered as mediating variable and drops to 29% when organizational trust factor is used as variable. This result shows that organizational trust has a partial mediator role in the effect of ethical climate on job satisfaction. In other words, while we can talk about the effect of ethical climate on the job satisfaction of employees, this effect will be strengthened with the involvement of organizational trust, hence, the level of job satisfaction will increase even more and an efficient result will be obtained. The estimated results of the model tested are shown in Figure 6.

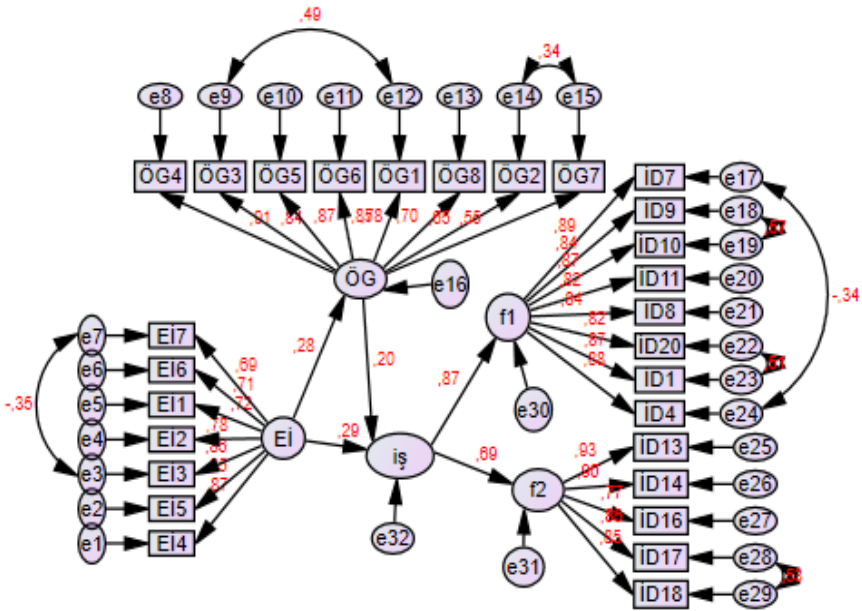


Figure 6. Displaying Standardized Estimation Results on the Model

Table 11. Value Ranges for Compliance Indices

Indices	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	1,36	Good Fit
TLI	$,95 < TLI \leq 1$	$,90 < TLI \leq ,94$	,980	Good Fit
RMSEA	$0 \leq RMSEA \leq ,05$	$,05 \leq RMSEA \leq ,08$	,045	Good Fit
CFI	$,95 < CFI \leq 1$	$,90 < CFI \leq ,94$	,97	Good Fit
GFI	$,95 < GFI \leq 1$	$,90 < GFI \leq ,94$	,89	Good Fit

Sobel test was used to test whether the effect regarding the model was significant. The results concerning the Sobel test are shown in Table 11.

**Table 12. Mediation Role of Organizational Trust in Ethical Climate and Job Satisfaction Relationship**

	$\beta$	SH	t	R <sup>2</sup>	p
b(YX)	0,3163	0,0635	4,9802	0,118	0,000
b(MX)	0,2571	0,0668	3,8512	0,074	0,002
b(YM.X)	0,1778	0,0689	2,5810	0,154	0,010
b(YX.M)	0,2706	0,0650	4,1614	0,107	0,000

X: Ethical climate (Independent Variable); Y: Job satisfaction (Dependent Variable); M: Organizational trust (Mediating Variable)

**Table 13. Indirect Effect And Significance Using Normal Distribution**

	Value	S.H.	LL95CI	UL95CI	Z	p
Effect	,0457	,0218	,0030	,0885	2,0958	,00361

As a result of the Sobel test applied to the model, it was seen that the z value concerning the analysis was 2.0958 and that the p value was 0.0361.

**Table 14. Sobel, Aroian and Goodman Test Result**

	Test Statistics	Standard H.	p-value
<b>Sobel Test</b>	2.14063667	0.02137028	<b>0.03230335</b>
<b>Aroian Test</b>	2.09224007	0.0218646	<b>0.03641705</b>
<b>Goodman Test</b>	2.19255499	0.02086424	<b>0.02833946</b>

According to the results obtained in Table 14, the Sobel test value is 2.8260, Aroian test value is 2.7831 and Goodman test value is 2.8711. That thep values are actualized as  $p < 0,05$  for all tests indicates that the decrease in  $\beta$  values is significant, and that these results show that organizational trust has a partial mediating effect on ethical climate and job satisfaction relationship. Accordingly,  $H_4$  hypothesis was accepted.



## Conclusion and Recommendations

In this study, which was conducted to determine the mediating role of organizational trust in the relationship between ethical climate and job satisfaction, primarily the connections between ethical climate, job satisfaction and organizational trust were investigated theoretically and tried to be presented. The main reason for this is that the analysis model based on the Structural Equation Model used in the study must definitely be attributed to a theory. Afterwards, tests were made concerning the validity and reliability of the scales used to measure the variables used in the study numerically. The obtained results showed that the scales used in the study were suitable for the analysis and could be used in the study. In this study, hypotheses formed starting from literature research and information supporting the subject in the literature were tried to be tested. Firstly, correlation analysis was performed to determine the relationship between the variables. According to the correlation results obtained, a moderate relation was found between ethical climate and job satisfaction, and a low level, meaningful and positively oriented relation between ethical climate and its sub-dimensions and the propounded  $H_1$  hypothesis was accepted. Besides, a low level and significant relation was found between ethical climate and organizational trust.

In the model established to determine the effect levels between the variables, it was determined that ethical climate affects job satisfaction and organizational trust meaningfully and positively, and  $H_2$  and  $H_3$  hypotheses were accepted in the light of these results. These results support and coincide with the results obtained in the studies made by Eren and Haya-tođlu 2012; Bute 2011; Koh and Boo 2011; Gilbert, and Tang 1998; Vander-berg and Lance 1992; Inuwa 2016; Manzoor et al.2019; Aziri, 2011.

Another result aimed to be accomplished in the research is to determine whether organizational trust has a mediatory role between ethical climate and job satisfaction. In the model formed within this context, the conditions put forward by Baron and Kelly were actualized and it was observed that becoming meaningless at the effect level with the addition of organizational trust, which was a mediatory variable in the relation between ethical climate and job satisfaction, was not at stake; however, there was a decrease and this indicated a partial mediation. With these results,

the significance of the mediating effect aimed at the variables thought to have a mediating effect were examined with the Sobel, Aroian and Goodman tests. Following the analysis, it was found that organizational trust played a mediating role between ethical climate and job satisfaction variables, therefore the H<sub>4</sub> hypothesis was accepted. This result may also be thought to indicate that ethical climate affects job satisfaction positively both directly and through organizational trust.

Today, when the general states of successful enterprises are examined, even though there are many properties that lead these enterprises to success, another factor, which may be deemed significant, is that they have an organizational structure. In this system, in which when and by whom the activities will be performed is evident, since employees know that they are a part of a system that works regularly, their authorities and what they can and can not do in addition to their duties and responsibilities, it is easier for them to identify with the institution. This leads to positive results from the perspective of the employees, managers and organization. In the organization, the expression of duties and responsibilities openly and clearly will restore their trust in the organization and management since it will state what their aim is and what their limits are in working. The environment of trust will minimize the thoughts of burnout, job dissatisfaction and thoughts of leaving the job by increasing the commitment to the organization, especially a high level of motivation and performance. In addition, since these positive attitudes of the employees will create an efficient functioning process, they will facilitate the control mechanism and enable the managers to think more strategically.

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