

## ORGANIZATIONAL ETHICS AND CLIMATE, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CITIZENSHIP RELATIONSHIP AT HEALTH INSTITUTIONS IN TURKEY

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### ABSTRACT

**O**rganizations must establish a balance between the purpose of earning profits and community service to achieve a life-sustaining endeavor because businesses are successful if their employees are successful. A higher performance level of employees will significantly increase their productivity. Employee performance constitutes the basic building block in terms of an organization's future and success. In this study, a comparison of the results generally achieved when determining the relationship between performance and organizational commitment in the health sector showed positive effects, such as increasing the organizational commitment of employees who seek to show significant self-sacrifice, organizational citizenship, job performance, and the development of discipline. Additionally, an increase in organizational commitment occurred from providing employees with a business environment that represents amoral climate of trust.

**Keywords:** Organizational Commitment, Ethics, Organizational Climate, Organizational Citizenship

## Introduction

Presently, creating environments that enable all employees in an organization to achieve better performance is of highest priority. Every organization strives to hire and keep employees who work in a manner compatible with its own corporate culture and to create an emotional sense of belonging to the institution. Therefore, a manager in an organization in which the organizational climate is temperate or even warm understands the concept of organizational citizenship as easily enabling and preferring, the highest level of emotional and organizational commitment in many respects. The objective of this study is to reveal the relationship among all of these concepts, and to make recommendations to aid managers in being successful in this direction.

Generally, the most important aspects of organizational commitment are participation in work, loyalty, and organizational values, including the belief that an individual is psychologically committed to the organization. There are three stages of commitment: obedience, inclusion, and identity. During the obedience stage, an individual introduces himself to the organization and its people and feels proud to be included. In the final stage, an individual recognizes that the organization's values are laudable and almost identical to his own (O'Reilly et al., 1991; Çetin, 2004). Understanding the concept form of devotion is a type of emotional expression that represents social instinct. Commitment, the most powerful human emotion, is the expression of a person regarding an idea, an institution, or a phenomenon through which we see ourselves as part of a higher purpose and fulfill our commitment to an obligation. Another definition states that organizational commitment is individuals' adoption of objectives, structure, and relationship with respect to an institution, and making an effort that is in line with the organization's efforts, achievements, and desire to continue to work. Two opinions on organizational commitment exist from different scholars in the various sciences. The first opinion, organizational commitment to work attendance, work ethic, and career, abuses the concept of loyalty from the club should, commitment of the concept of labor turnover, performance factors such as the impact on the main results in order to understand related concepts separately from addressing argued (Meyer and Allen, 1991, p.5). Although the second opinion is viewed as a one-dimensional concept of commitment, numerous elements come together to form this opinion that, accordingly, should be understood in combination. Organizational commitment viewed as a one-dimensional concept of commitment entails many different elements coming together and, accordingly, should be understood in combination. All research based on the results obtained from the elements of organizational commitment are classified in the following manner. Meyer and Allen (1991) noted that commitment to the organization is a three-member model (Çetin 2004, p.75), as follows:

- Emotional commitment (affective component-Ac);
- Resume request (by continuous commitment-Cc); and,
- Normative (required) requests (normative component-Cc).

Individuals that adopt strong organizational values are willing to live as part of the organization, creating an ideal situation for the individual's "happiness" status. Meyer and Allen (1991) developed continuance commitment based on the Side-Bet Theory of Becker (1960). In the literature, this type of required commitment is also called rational commitment. One's career significantly benefits from emerging investments in continuance commitment and seniority in an organization. In other words, employees leaving an organization are conscious of the cost associated with such actions. Normative commitment and

employee-related liabilities reflect the feelings when remaining in an organization. A high sense of normative commitment of employees makes them feel the need to remain in an organization (Meyer and Allen, 1991, 67). The individual is asked to commit to the organization to receive benefits not yet due to him. Such a sense of commitment—that employees are doing what they believe is morally right and that they are assisting the organization—exhibits certain behavioral actions (Balay, 2000, 22). Job satisfaction increases organizational commitment; in other words, they are positively correlated (Scandur and Lankau, 1997, p.379). The strength of an individual's identification with his involvement in a particular organization is characterized by his desire to remain in the organization, his willingness to exert considerable effort on its behalf, and his belief in and acceptance of its goals and values (Mayer and Schoorman 1992, p.672). The general belief is that highly committed employees wish to remain with their employing organizations (Cohen 1993). Recently, organizational commitment has attracted the attention of managers and researchers. The organizational commitment of employees who are more productive reveals their lower levels of absenteeism, stress, and other problems related to their workplace. Employees, satisfied customers in a way that to behave in a way their organizations and to work attitudes are linked to asserting that research organizations a high level of commitment employees who only required of them to perform the tasks but also beyond that expected effort that also revealed (Casale 1996, 22). In general, a high level of “organizational commitment” indicates that an employee has a high level of loyalty, productivity, and sense of responsibility (Balay, 1999, 243).

Emotional commitment to a profession may also affect courteous behavior. Courtesy, which is behavior that prevents problems before they occur, is another factor that makes organizational citizenship important for nurses providing health care services because their jobs affect life-threatening situations (Aslan, 2008). Employees with a strong commitment to the organization are assumed to devote themselves to common goals in such a way that organizational commitment results from a kind of emotional bond. Employees are assumed to feel the same amount of trust, intimacy, and loyalty as they believe that they are receiving in terms of support from their organizations; they become good members of their organizations in such proportions (Goleman, 2000,154–155). In addition, creating an environment in which individuals with high organizational commitment are working strengthens the belief of all employees that they will succeed in that organization (Wayne et al., 2013). To more efficiently present health care services, gaining importance is ensuring that manager nurses have the foresight to promote employee satisfaction, reduce employee turnover—a significant problem particularly in health enterprises—and enhance job satisfaction, performance, and nurses' organizational commitment to the organizational citizenship behavior exhibited by employees in the workplace (Özkütük et al.,2012).

The terms “ethics status of moral values” and “character expressing the behavior defined as” come from the Greek word “ethos.” Reinforcing the basic attitude, habits, customs, and traditions enables the adoption of a virtuous character. The concept of morality is synonymous with the Latin word “morale,” which is the plural form of “hulk” and means habit, temperament, and creation. The term is also defined as the principles and rules to be followed in human relations. The effect of morale is its effect on sanctions, coercive power, and individuals' conscience. Humans evaluate emotions, thoughts, behaviors, attitudes, and actions by listening to the voice of their conscience, which indicates true or false, ugly, beautiful, good and bad, and positive and negative. Thus, an individual balances the relations between himself and others, which provides an audit and compliance process. Therefore, morality is relative and varies from community to community, and differences may occur between codes of ethics as adopted by people in the community (Aydin, 2001). Two distinct concepts with meanings that are closely related arise when examining the concepts of morality and ethics. However, in the literature, ethical and moral concepts are often used interchangeably (Tappan et al., 2007). The reason why ethics and morality are not identical is because ethics

is a moral philosophy but morality is a research topic of ethics. Generally, ethics is interested in “rules or codes that are standardized” as a guide to behavior, whereas morality is interested in the “own rules” of individuals that define acceptable behavior. Ethics as the ethical standards and rules followed by an individual are defined as a values and standards system that tells an individual how to behave correctly. Such standards and rules are also defined when attempting to analyze “work,” “obligation,” “responsibility,” “necessity,” and “virtue” as concepts of philosophy, and “accuracy” or “error” and “good” and “bad” when addressing moral judgment, investigating the nature of moral action, and developing a good description of life. Ethics is also defined using information based on thinking about the differences between right and wrong but also as a branch of philosophy (Kelly, 2008, p.518). In this context, ethics investigates what is right, what is wrong, or what is good or bad behavior. The basic subject of the discussion on ethics is whether individuals’ actions are morally valuable or worthless. Action is valuable if its aim is to do one’s best and to create the best. What is “good”? According to different ethical theories, “good” is pleasure, happiness, fulfilling assignments, accuracy, and love. Desirable things are “good” and undesirable things are “bad.” However, no consensus exists and individuals usually engage in conflicts with one another. Ethics should focus on discussions related to conflicting requests or the “desired good about” individuals in resolving conflicts during the process of identifying policy (Pehlivan, 2002, p. 6). Thus, ethics also has a guiding function related to identifying, discussing, and making decisions regarding good and evil when determining solutions. In life, individuals and organizations are constantly making and implementing decisions. In this context, the ethics of the decisions that affect other people is defined as a field of study that addresses the different behavior of individuals and selecting among the options that apply the correct behavioral aims. The importance of ethical concepts that are carried out or that carry out the results of an individual’s behavior, and their effect on the behavior of other individuals in the process of realization, is determined by the ethics of one’s actions. In addition, ethical and moral attitudes explore the basis of all human actions and behavior by addressing the underlying judgments. In general, ethical norms are related to a subject based on its structure, which creates thoughts and makes assessments. Assessments are made to create new solutions for problems that arise (Çobanoğlu, 2009, p.10).

Anywhere in the world, the concepts of ethics, honesty, benevolence, righteousness, justice, being loyalty, lying, stealing, and taking life apply to the universal values of dealing with ethics in all societies, which may vary in the traditions, habits, mores, customs, taboos, and lifestyles that form the attitudes and behaviors in such areas (Aydın, 2001, p.5). The value system is defined by the morality and behaviors that exist in, and the guiding attitudes and beliefs of, a society. Considering morality in everyday life, which reflects in fine detail how individuals practically live, requires a more abstract and theoretical ethical perspective. Ethics represents a community initiative to adopt common desires in individuals. In addition to the personal ambitions of individuals, a universal shift in emphasis is required. The description of morality relates customs and traditions to behavior and usually reflects personal or religious beliefs.

Ethical problems and unethical behavior often encountered in organizations lead to conflicts, aggressive behavior, and problems among employees. Unethical behavior negatively affects the quality of organizational life and motivation, performance and organizational commitment, and employee job satisfaction (Özdevecioğlu and Aksoy, 2005). A practical approach may be needed to define the ethical climate of an organization; however, more important is deciding whether this defined climate is appropriate and making the necessary changes to create the appropriate climate (Şahin and Dündar, 2011).

Ethics provide a roof for occupational groups and affect movements or behaviors in a specific case to identify the correct orientation (Tappen, 2001, p. 416). Moral unwritten standards include how to act. Over time, behavior maybe supported and even encouraged depending on how long it has occurred and whether or not it was prohibited beforehand. Action sexist that are basically the same but different in different ways

in terms of an ethics review. Social movements attempt to explain morality, related ideals, cultural values, and wrongs in terms of how to act. Ethics and principles are universal, particularly regarding professional ethics, which are distinguished. The ethics and moral values associated with all of the issues form a very general principle and are, therefore, discussed on an abstract level. Therefore, ethics do not indicate the concrete objectives that are good for an individual and do not indicate the values that all individuals should achieve; more measures are identified and are based on these criteria primarily the purpose for which the purpose well be regarded as the binder might indicate. Ethics represent good and provide guidance on how to make the judgment that something is good. Ethics and morality describe a broader area. Legal ethics by philosophers and social scientists, along with morality and the law—including tradition—are used very broadly (Çobanoğlu, 2009, p. 10).

**Table1. MORAL model for ethical decisions**

<b>M</b>	<p><b>Message the dilemma-</b> The cause of the dilemma or issue is identified. Dilemmas involving all key actors and their value systems are considered. Patients include family members, physicians, and other interdisciplinary health care chaplains.</p>
<b>O</b>	<p><b>Outline the options-</b> Less realistic conflicts, including those created by all of the options, are examined. The result or a final decision is made during this stage, and not only regulation of the options is considered.</p>
<b>R</b>	<p><b>Resolve the dilemma-</b> Issues and options are revised and fundamental ethical principles are applied to each option. Then, the best option is determined on the basis of everyone's opinion.</p>
<b>A</b>	<p><b>Act by applying the chosen option-</b> This step is usually very difficult. Current and immediate application is required because the previous steps on dialogue and debate involve this step.</p>
<b>L</b>	<p><b>Look back and evaluate the entire process, including implementation</b> Assessment cannot be completed without a process. The final results or all decisions regarding the previous sequence of steps in ethical decision making should be provided and monitored. If the desired result is not achieved, the initial step may require a second decision and the process must be restarted.</p>

**Resource:** GARICK S.: 2008 "Legal and Ethical Knowledge For Nurses", Nursing Leadership and Management: Theories, Processes and Practice, Ed. Rebecca A. Patronis Jones, Philadelphia, F.A. Davis Company, p.57-68.

## Methodology

The research survey method was applied during the data collection process. Related research was carried out through face-to-face interviews with managers and employees and the necessary permission was received from the healthcare institutions. One hundred and seventy-four staff members were surveyed and an improved health questionnaire was distributed and collected by the researcher. Table 2 provides the demographic data on the employees surveyed.

**Table 2. Demographic Characteristics of Sample Group**

Tables	Groups	Frequency (n)	Percentage (%)
Group	Training and Research Hospital	116	66.7
	State Hospital	58	33.3
	Total	174	100.0
Profession	Doctor	19	10.9
	Nurse	72	41.4
	Midwife	23	13.2
	Other Health Personnel	33	19.0
	Officer	27	15.5
	Total	174	100.0
Title	Chief Physician Asst.	2	1.1
	Clinical Chief	1	0.6
	Matron	3	1.7
	Assistant Matron.	4	2.3
	Nurse in Charge	36	20.7
	Hospital Manager	2	1.1
	Deputy Director of Hospital	4	2.3
	Chief Officer	8	4.6
	Other	114	65.5
	Total	174	100.0
Age	20–29 Age	38	21.8
	30–39 Age	82	47.1
	40-49 Age	40	23.0
	50-59 Age	14	8.0
	Total	174	100.0
Sex	Male	60	34.5
	Woman	114	65.5
	Total	174	100.0
Education	High School	10	5.7
	Associate	23	13.2
	Bachelor's Degree	97	55.7
	Master's Degree	34	19.5
	Doctorate	10	5.7
	Total	174	100.0
Occupational Retirement	1–5 Years	36	20.7
	6–10 Years	30	17.2
	11–15 Years	34	19.5
	16 Years and Older	74	42.5
	Total	174	100.0

Validity analyses were conducted using questionnaires to determine the reliability and validity of the data obtained. Correlation and regression analyses were then performed to examine the relationship among the factors (factor analysis). Although other studies used surveys on selected sample groups, the effects are unclear. This analysis will inevitably detect such effects. During the evaluation, Cronbach's alpha ( $\alpha$ ) values were checked by examining reliability, with a 0.70 value appearing meaningful. Variables were rearranged by looking at the resulting coefficients to determine whether the values equaled 0.500. After validity was established, factor analysis was performed to determine the scale and significance of the factors identified in the model. The factors derived from the factor analysis were used to examine the values of the regression and conduct a correlation analysis. The reliability and the results of the factor analysis are as follows.

The overall reliability of the scale of organizational ethics (Article 6) was found to be  $\alpha = 0.852$ . The factor analysis revealed a KMO value of 0.808 and a Bartlett value of smaller than 0.05.

**Table3. Structure of Organizational Ethics Scale Factor**

<b>Factors</b>	<b>Items</b>	<b>Factor Load</b>	<b>Variance Ratio</b>	<b>Cronbach's Alpha</b>
Organizational Ethics	Principles relating to business ethics are in this institution.	0.865	58.583	0.852
	The rules of this institution make clear that improper behavior is not tolerated.	0.851		
	Business ethics is indicated in writing and is official in this institution.	0.791		
	The agency's staff behaves in the institution's interest rather than for personal gain; work ethic related to improper conduct was instantly condemned.	0.760		
	The wellbeing of all employees is observed in this situation.	0.733		
	The principles pertaining to business ethics in this institution are included as a mandatory requirement.	0.552		
<b>Total Variance: 58.583</b>				

The twenty-two items that measured the general reliability of organizational citizenship had a value  $\alpha = 0.924$ . The factor analysis on five factors showed a KMO value of 0.916 and a Bartlett value smaller than 0.05, as well as a total variance of 65.351%.

**Table4. Factor Structure of Organizational Citizenship Scale**

Factors	Items	Factor Load	Variance Ratio	Cronbach's Alpha
Altruism	Individuals who begin to work in the institution at new jobs adapt to helping others.	0.886	18.462	0.867
	I help my friends who have a heavy workload.	0.879		
	At the beginning of the task and without any reason, I help my friends and take their place.	0.837		
	People in the organization voluntarily deal with issues and problems that would take the time of other employees.	0.790		
Gentiles	The ideas of others affect my decisions.	0.859	15.214	0.858
	Before stepping into an important job, do I inform my superiors?	0.844		
	I respect my colleagues' rights.	0.841		
	Interventions include the necessary initiatives to avoid conflicts among employees.	0.825		
	Closely monitors changes in the organization and others play an active role in adoption of the idea.	0.639		
Virtue	Institutions contribute positively to the image of all of the activities in which I participate as a volunteer.	0.832	12.089	0.728
	I participate in social activities of my own free will.	0.751		
	I easily keep pace with developments in the organization.	0.733		
	I follow business-related developments and innovations.	0.648		
Conscience	Nobody fails to follow laws, regulations, and procedures.	0.800	10.987	0.796
	I work for the success of my organization more than anyone else.	0.770		
	I'm always on time.	0.737		
	I'm determined to take rest breaks only outside of business hours.	0.734		
	I participate in regular house meetings and actively in discussions.	0.619		
	I come to my organization early and leave late.	0.600		
	Even though I'm not necessarily in the organization, I spend extra time there as a volunteer.	0.475		
Kindness	I do not waste time complaining about trivial problems that arise in institutions.	0.773	8.599	0.725
	I have maximum patience for temporary negative effects on institutions.	0.733		
<b>Total Variance:65.351</b>				

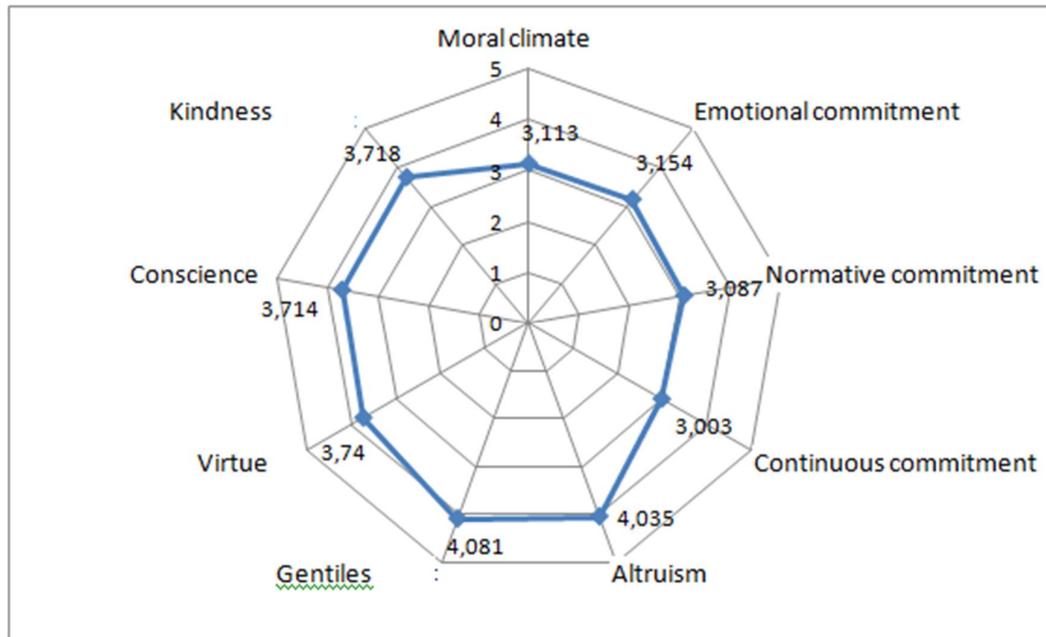
The overall reliability of the 19 items on the organizational commitment scale was  $\alpha = 0.925$ . The factor analysis showed a KMO value of 0.905 and a Barlett value smaller than 0.05, as well as a total variance of 64.109%.

**Table 5. Factor Structure of Organizational Commitment Scale**

<b>Factors</b>	<b>Items</b>	<b>Factor Load</b>	<b>Variance Ratio</b>	<b>Cronbach's Alpha</b>
Emotional Commitment	I feel strongly that I belong to this company.	0.929	28.671	0.932
	My institution has personal meaning for me.	0.910		
	I feel emotionally connected to this institution.	0.906		
	I feel part of the family in my institution.	0.872		
	I enjoy talking about my institution (positive, praising).	0.848		
	I would be happy to spend the rest of my career in this institution.	0.801		
	I feel like my problems are the institution's problems.	0.623		
Normative Commitment	I feel guilty now that I am separated from this institution.	0.874	20.079	0.843
	This organization deserves my fealty.	0.851		
	I owe a lot to this institution.	0.823		
	These institutions are now like a club in which employees are responsible for other people because I've heard I think it would be wrong.	0.792		
	Because of my personal advantage, leaving this institution now does not seem right.	0.780		
	Employees nowadays frequently think of institutions.	0.311		
	Another institution may not offer all of the advantages offered to me here.	0.801		
Although I want to leave this institution, doing so is difficult for me now.	0.753			
One of the negative consequences of leaving this institution is the lack of suitable alternatives.	0.681			
If I decide to leave this institution, my life drastically deteriorates.	0.681			
There are little options related to leaving this organization.	0.662			
Current requests were made for me to stay in this institution from this very requirement.	0.565			
<b>Total Variance:64.109</b>				

The health care workers surveyed on their average level of organizational citizenship showed a high level of altruism ( $4.035 \pm 0.739$ ), a high level of courtesy ( $4.081 \pm 0.675$ ), a high level of virtue ( $3.740 \pm 0.711$ ), a high level of conscience ( $3.714 \pm 0.682$ ), and a high level of gentlemanliness ( $3.718 \pm 0.842$ ).

**Figure 1: Median Values of Factors**



Correlation analysis examines the one-on-one relationship between factors, and regression analysis was conducted immediately prior to the correlation analysis. Correlation statistics between two different variables indicate the direction and strength of the linear relationship. Situations can occur in which different coefficients may vary. The most widely used measure is the Pearson product-moment correlation coefficient (PPMCC), which measures the linear correlation between two variables and is obtained by dividing the covariance of the two variables by the product of their standard deviations. The linear relationship between two random variables indicates the direction and strength of their correlation. Different correlation coefficients for different situations have been developed. The most well-known and frequently used coefficient in the social sciences is the PPMCC. The correlation relations between scales are evaluated according to the following criteria (Kalaycı, 2006, p.116).

**Table 6 : Correlation Analysis Rating**

<i>r</i>	Relation
0.00–0.25	Very Weak
0.26–0.49	Weak
0.50–0.69	Medium
0.70–0.89	High
0.90–1.00	Very High

The correlation coefficient of the relationship between variables indicates direction and magnitude. This coefficient takes a value between  $-1$  and  $+1$ . Positive values represent a direct linear relationship and negative values represent an inverse linear relationship. A coefficient of zero (0) indicates a linear relationship (Nakip, 2003).

**Table 7. Research on the Ethics of Health Workers' Organizational Commitment and Organizational Levels and Correlation Analysis**

		Moral Climate	Moral Climate	Moral Climate	Continued Commitment
<b>Moral Climate</b>	r	1.000			
	p	0.000			
<b>Emotional Commitment</b>	r	0.511**	1.000		
	p	0.000	0.000		
<b>Normative Commitment</b>	r	0.448**	0.760**	1.000	
	p	0.000	0.000	0.000	
<b>Continued Commitment</b>	r	0.218**	0.416**	0.542**	1.000
	p	0.004	0.000	0.000	0.000

Statistically significant correlations were found for the moral commitment and emotional commitment of the climate ( $r = 0.511$ ,  $p = 0.000 < 0.05$ ). Accordingly, increased emotional commitment increases the moral climate. For the normative commitment moral climate, a statistically significant correlation was found ( $r = 0.448$ ,  $p = 0.000 < 0.05$ ). Accordingly, the moral climate increases with increasing normative commitment. A statistically significant correlation was found ( $r = 0.218$ ,  $p = 0.004 < 0.05$ ) for the moral climate of Allegiance. Accordingly, the moral climate increases with increasing commitment to continue.

**Table 8. Research on Organizational Commitment and the Organizational Citizenship Levels of Health Workers and Their Correlation**

		1	2	3	4	5	6	7	8
Altruism (1)	r	1.000							
	p	0.000							
Kindness (2)	r	0.745**	1.000						
	p	0.000	0.000						
Virtue (3)	r	0.523**	0.645**	1.000					
	p	0.000	0.000	0.000					
Conscience (4)	r	0.561**	0.663**	0.755**	1.000				
	p	0.000	0.000	0.000	0.000				
Kindness (5)	r	0.355**	0.432**	0.431**	0.537**	1.000			
	p	0.000	0.000	0.000	0.000	0.000			
Emotional Commitment (6)	r	0.224**	0.316**	0.463**	0.416**	0.435**	1.000		
	p	0.003	0.000	0.000	0.000	0.000	0.000		
Normative Commitment (7)	r	0.245**	0.296**	0.471**	0.408**	0.434**	0.760**	1.000	
	p	0.001	0.000	0.000	0.000	0.000	0.000	0.000	
Continued Commitment (8)	r	0.202**	0.163*	0.281**	0.249**	0.195**	0.416**	0.542**	1.000
	p	0.008	0.032	0.000	0.001	0.010	0.000	0.000	0.000

**Table 9.. Research on the Ethics of Health Workers Organizational Citizenship and Organizational Levels and Their Correlation Analysis**

		Altruism	Kindness	Virtue	Conscience	Kindness	Moral Climate
<b>Altruism</b>	r	1.000					
	p	0.000					
<b>Kindness</b>	r	0.745**	1.000				
	p	0.000	0.000				
<b>Virtue</b>	r	0.523**	0.645**	1.000			
	p	0.000	0.000	0.000			
<b>Conscience</b>	r	0.561**	0.663**	0.755**	1.000		
	p	0.000	0.000	0.000	0.000		
<b>Kindness</b>	r	0.355**	0.432**	0.431**	0.537**	1.000	
	p	0.000	0.000	0.000	0.000	0.000	
<b>Moral Climate</b>	r	0.072	0.224**	0.240**	0.226**	0.258**	1.000

Regression analysis, which indicates the relationship between two or more variables, is used to measure methods of analysis. A univariate regression analysis uses a single variable, whereas a multivariate regression analysis uses multiple variables. Regression analysis determines the relationship between the variables using information provided on the strength of the relationship. Another important point is that regression analysis notes the cause–effect relationship between the two variables, as searching does not reveal the cause–effect relationship but only shows whether the variables change together (Nakip, 2003, 290). Findings obtained in the 95% confidence interval were evaluated at a 5% significance level.

**Table 10. Regression Analyses**

Dependent Variable	Independent Variable	$\beta$	t	p	F	Model (p)	R <sup>2</sup>
<b>Emotional Commitment</b>	Fixed	1.340	5.543	<b>0.000</b>	60.817	<b>0.000</b>	0.257
	Moral Climate	0.583	7.799	<b>0.000</b>			
<b>Normative Commitment</b>	Fixed	1.698	7.719	<b>0.000</b>	43.122	<b>0.000</b>	0.196
	Moral Climate	0.446	6.567	<b>0.000</b>			
<b>Continued Commitment</b>	Fixed	2.387	10.920	<b>0.000</b>	8.595	<b>0.004</b>	0.042
	Moral Climate	0.198	2.932	<b>0.004</b>			
<b>Altruism</b>	Fixed	3.849	18.752	<b>0.000</b>	0.885	0.348	-0.001
	Moral Climate	0.060	0.941	0.348			
<b>Kindness</b>	Fixed	3.550	19.391	<b>0.000</b>	9.060	<b>0.003</b>	0.045
	Moral Climate	0.170	3.010	<b>0.003</b>			
<b>Virtue</b>	Fixed	3.141	16.339	<b>0.000</b>	10.491	<b>0.001</b>	0.052
	Moral Climate	0.192	3.239	<b>0.001</b>			
<b>Conscience</b>	Fixed	3.173	17.162	<b>0.000</b>	9.222	<b>0.003</b>	0.045
	Moral Climate	0.174	3.037	<b>0.003</b>			
<b>Kindness</b>	Fixed	2.954	13.045	<b>0.000</b>	12.305	<b>0.001</b>	0.061
	Moral Climate	0.245	3.508	<b>0.001</b>			

Regression analysis was performed on moral and emotional commitment and climate to determine the statistical significance of the relationship ( $F = 60.817$ ,  $p = 0.000 < 0.05$ ). Moral and emotional commitment as a determinant of the relationship between climate variables (explanatory power) was found to be strong ( $R^2 = 0.257$ ). The moral climate of health care workers is increasing the level of emotional commitment ( $\beta = 0.583$ ). The other two sub-dimensions of organizational commitment are weaker despite the significance of the relationship.

## CONCLUSION AND DISCUSSION

In the recent literature on organizational commitment, scholars in many countries, including those in the West, have conducted research on the topic. Employee organizational commitment is viewed as the most important factor to achieving success. Organizations must commit to ensuring that the well-being of their employees is sustainable. Significant organizational commitment depends on ensuring a high level of performance in business. The analysis results of the present study show that organizational commitment and organizational citizenship have a positive effect on various levels of the moral climate.

The research results show that each sub-dimension of organizational commitment was clearly observed to have a significant interaction with the ethical climate. Similarly, organizational citizenship behavior and each topic except for altruism have a direct and strong influence on ethical climate. These findings show the effect of organizational commitment and organizational citizenship in shaping the ethical climate. Given employees' sense of belonging to the work they do and to the institution, working in a peaceful environment, and the trust felt by all employees, managers are able to sense the development of a culture special to the institution and the formation of a strong ethical climate within this structure.

The health field has always been a primary field that demands significant self-devotion. A rapid pace of work, functioning in an environment that accepts no faults, and emotional fluctuations are the most important challenges in this profession. Therefore, all health institutions are obliged to maintain their employees' organizational commitment and, accordingly, organizational citizenship at the highest levels. For this purpose, administrators must implement new and modern management techniques, continuously communicate with employees, and receive regular feedback on performance. In addition, all unwritten social and ethical codes in an organization must be known and applied by all employees. Given the right conditions and an appropriate climate, the work of employees with a high level of organizational citizenship and an equally high level of organizational commitment generate the greatest wealth for health institutions. Establishing such a systematic structure depends on the techniques that administrators apply and the work environment that they create.

One limitation of this study is that the constraints of using a single organization in the sample population and the generalizations of its properties may be insufficient in producing robust results. The survey method used assumes that employees provide correct answers to the questions, which may result in another constraint. Some of the findings and arguments of this study may provide good starting or benchmarking points for future research.

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