Ethical Climate, Job Satisfaction and Organizational Commitment of Hotel Employees

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ABSTRACT. Ethical climate in the workplace has a relationship with job satisfaction and organizational commitment; thus, influencing organizational productivity. This descriptive-correlational study confirmed the relationship between ethical climate, job satisfaction, and hotel employees' organizational commitment. Using stratified random sampling proportionate allocation, 152 employees from two hotels with the same owner and management were identified as respondents. An adapted-modified survey questionnaire was used to collect the data. Mean, standard deviation, and Pearson r were used to analyze the data. The employees in the standard class hotels perceived an ethical work environment. They were slightly satisfied and committed to their job. Their perceived ethical climate showed a significant relationship with job satisfaction and organizational commitment. The management may explore various ways to improve the ethical climate, job satisfaction, and organizational commitment of employees to attain higher productivity.

1.0. Introduction

Supervisors and coworkers are among the influential fundamental factors in employees' social behavior (Chiaburu & Harrison, 2008; Stanley, 2016) where they look at others in their organization to determine appropriate, acceptable, and ethical behavior (Cremer, Mayer, & Schminke, 2010; Potocan, Mulej, & Nedelko, 2013) especially when uncertainty is high (Mayer, Nurmohamed, Treviño, Shapiro, & Schminke, 2013).

Ethical climate leads to a working environment that improves moral values (Uen, Wu, & Tsai, 2011) and gives a definite direction for decision making in ethical circumstances enabling individuals to enjoy their works (Nafei, 2015). Undesirable climates, reflecting a productive environment connected with egoism, were related to staff turnover, absenteeism, stealing, lying, falsifying reports, and accepting gifts (Armstrong & Francis, 2008; Nafei, 2015), whereas the opposite characterizes a more ethical organizational climate (Peterson, 2002).

A significant positive relationship exists, linking ethical climate and organizational commitment (Bernaldez & Gempes, 2016; Ma'amor, Ann, Munir, & Hashim, 2013; Putra, Dharmanegara, & Yas, 2019). Asian business community looked at higher levels of organizational commitment associated with employee's perception of their organization's ethical climate as caring and principle-based (Ismail, 2015).

Ethical climate influences job satisfaction (Anaza, Rutherford, Rollins, & Nickell, 2015; Jaramillo, Mulki, & Solomon, 2006; Nafie, 2015; Pettijohn, Pettijohn, & Taylor, 2008; Putra et al., 2019) and organizational commitment (Armstrong & Francis, 2008; Nafie, 2015). A significant positive association between moral climate and job satisfaction may propel an ethical climate required to create the positive side of employees' attitudes, which can drive greater job satisfaction (Emmanuel & Oge, 2016).

Commitment relates to ethical work climate (Mayer, Nurmohamed, Treviño, Shapiro & Schminke, 2013; Putra et al., 2019). A favorable ethical climate exists in an organization when employees believe that ethical norms guide decision-making (Cullen, Parboteeah, & Victor, 2003;Rubel et al., 2017). As an organization's ethical climate advances, personnel develops a sense of commitment (Rabiul, Kee, Quah, Rimi, 2017).

This study determined the relationship between employees' hotel ethical climate, job satisfaction, and organizational commitment. Specifically, the study sought to determine the ethical climate, job satisfaction, and organizational commitment of the selected standard class hotels as perceived by their employees when grouped according to age, sex, length of service, and when taken collectively. Furthermore, the study intended to determine if ethical climate significantly relates to job satisfaction and organizational commitment of employees of two standard class hotels with the same owner and management. This study may help address the limited studies on the connection between ethical climate, job satisfaction, and organizational commitment in the Philippine setting, particularly in the

hospitality industry. Moreover, this study may contribute to the hotel industry by providing valuable information regarding ethical business practices that can propel satisfied and committed employees.

2.0. Framework of the Study

The researchers referred to the social exchange theory, one of the most influential conceptual paradigms in management (Cropanzano, Anthony, Daniels, & Hall, 2017), specifically in understanding workplace behavior (Chou, 2016; Cropanzano & Mitchell, 2005). The theory suggests that when a person provides another person a reward, resource, or another commodity, there is an expectation of anticipated return from another party (Bernerth & Walker, 2009). Moreover, it provides conceptual underpinnings for understanding employees' workplace attitudes and can explain the employee's positive outcomes (Chiu & Ng, 2013).

The concepts on ethical climate, organizational commitment, and job satisfaction were explained in this study based on the social exchange theory and a combination of related concepts, thus, credible results for the study. When the employees are provided with policies and guidelines to follow (based on ethical climate), there is an expectation of anticipated behavioral response (job satisfaction and organizational commitment).

The ethical climate is a kind of work climate reflecting the organizational procedures, policies, and practices with moral consequences that constitutes the right behavior (Martin & Cullen, 2006). Initially, in 1987, Victor and Cullen described the ethical climate as 'the shared perception of what is right behavior, and how ethical situations should be handled' as presented by Yener, Yaldıran, and Ergun (2012), who measured ethical climate in three dimensions, namely, social responsibility, rules, and professional codes and personal morality. Organizations play an essential role in forming employees' ethical behavior (Newman, Round, Bhattacharya, & Roy, 2017).

Older employees possess higher ethical values than younger workers (Aprilliani, Anggaraini, & Anwar, 2014; Cheteni, & Shindika, 2017; Verschoor, 2013). Mature employees tend to be more cooperative in complying with statutory and regulatory requirements and are more likely to stick by hotel rules and regulations since the ethical climate partly represents policies and procedures (Arulrajah, 2015).

When employees perceive their organization is ethical, they are more likely to stay (Karatepe, 2013; Trevino, Butterfield, & McCabe, 1998). In other words, employees with favorable perceptions of the firm's ethical climate are committed to their jobs (Karatepe, 2013).

The slightly ethical 'personal morality' among the employees of the hotel may trigger them to revert to unethical conduct, especially in times of crisis; however, to avoid this, the hotel management may have a code of ethics, as this plays a vital role in building an ethical culture (Graham, 2014). Thus, the hotel management needs to raise ethical awareness and sensitivity among its employees (Arulrajah, 2015).

Job satisfaction is the employees' pleasant emotional attitude (Putra et al., 2019), which results from his comparison of definite outcomes with desired, anticipated, or deserved in a particular job (Kim & Miller, 2008; Oshagbemi, 1999) Job satisfaction can be viewed as an important empirical result of ethical work (Putra et al., 2019).

Age influence job satisfaction, and generally, older employees tend to experience higher levels of job satisfaction (Concialdi, 2014; Eleswed & Mohammed, 2013; Hancer & George, 2003), which may be due to the perks that come with maintaining a long career, including higher salaries, better benefits, and progress in the workplace (Iroegbu, 2015). Length of services or tenure is also a critical determinant of job satisfaction (Francis, 2015). Hotels are part of the service industry, and employees mainly provide most of their services (Hwang & Seo, 2016). When hotel employees are satisfied with their jobs, they tend to deliver high-quality service to patrons (Hwang & Seo, 2016; Kim, Ro, Hutchinson, & Kwun, 2014; Kong, Cheung, & Qiu Zhang, 2010).

The degree of an employee's identification with and involvement in his organization is a clear definition of organizational commitment coined by Mowday, Steers, and Porter in 1979 as presented by Al-Jabri and Ghazzawi (2019). Also, organizational commitment is a belief by an individual to work with his organization and labor effortlessly to survive (Azeez, Jayeoba, & Adeoye, 2016; Kumar, Ramendran, & Yacob, 2012).

Organizational commitment refers to an individual's desire to remain focused and attached to their work (Abdullah, 2011). It is measured through three scales: affective, normative, and continuance commitment (Meyer, Allen, & Smith, 1993). Each of the three forms of commitment

is equally important and useful. Affective commitment is an employee's attachment with his organization and its goals (O'Reilly & Chatman, 1986). Continuance commitment is associated with an employee's organizational commitment because of the work-relationships and other benefits (Abdullah, 2011). In contrast, normative commitment reflects commitment based on its perceived obligation (Jaros, 2007).

According to Mathieu and Zajac (1990), older employees will have fewer job opportunities, leading to a higher commitment to their current jobs (Chiew, Foo, Ho, Hu, & Tan, 2014). With longer stays, employees realize that moving away may cost them more than staying (Parasuraman & Nachman, 1987). Women had higher organizational commitment levels and continuance commitment than men suggesting differences in perceived organizational commitment dimensions (Clayton, Petzall, Lynch, & Margret, 2007; Jonathan, 2013).

From various perspectives described above, the researchers' proposition is that job satisfaction and organizational commitment result from ethical climate and can be described using the following diagram:
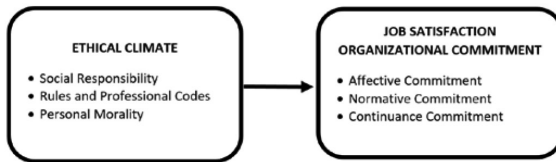
3.0. Methods

The researchers used descriptive-correlational design. It is the most appropriate design to use for studies that aim to find out conditions, perceptions, beliefs, processes, effects, and developing trends, such as in this study (Punch, 2013).

From the total number of rank and file employees (251), Cochran's formula was used to determine the sample size of 152 respondents identified using stratified random sampling-proportionate allocation.

Data were collected using a consolidated survey questionnaire adapted from Cullen, Victor, & Bronson (1993) for the ethical climate (18 items), Yeh (1999) for job satisfaction (13 items), and Allen and Meyer (1990) for organizational commitment (18 items). The items for ethical climate and job satisfaction were slightly modified. Responses to the items were based on the following guide:

Scale	Verbal Description/Interpretation		
	Ethical Climate	**Job Satisfaction**	**Organizational Commitment**
7	Extremely Ethical	Extremely Satisfied	Strongly Agree/Extremely committed
6	Ethical	Satisfied	Agree/Committed
5	Slightly Ethical	Slightly Satisfied	Slightly Agree/Slightly Committed
4	Undecided	Undecided	Undecided
3	Slightly Unethical	Slightly Unsatisfied	Slightly disagree/Slightly Not Committed
2	Unethical	Unsatisfied	Disagree/Not committed
1	Very unethical	Very unsatisfied	Strongly disagree/Extremely not committed

The instrument was subjected to validity using content validity ratio (CVI=0.953) (Ayre & Scally, 2014) and reliability using Cronbach's alpha (α = 0.987 for ethical climate; α = 0.944 for job; α = 0.821).

For the ethical considerations, the researchers requested the respondents sign the informed consent form, which served as proof of their willingness to participate. The purpose of the study, the respondents' rights, benefits, risks, and confidentiality of information were all stipulated in the informed consent form.

After validating the accuracy and completeness of the data collected, these were analyzed using the mean, standard deviation, and Pearson r.

4.0. Results and Discussion

Ethical Climate. The older employees have a more cohesive response, which reveals an ethical climate. However, their younger counterparts had a more diverse response and perceived a slightly ethical climate in the hotels. This calls for the hotel management to identify key gaps resulting from such differences and use these as bases in designing programs and training, crafting policies and procedures to strengthen their ethical practices. Changing the behavior of younger employees through ethical culture and climate may significantly affect the hotel's performance and reputation.

Similarly, the studies of Cheteni and Shindika (2017), Aprilliani et al. (2014), and Verschoor (2013) found out that older employees possess higher ethical values compared to younger workers. Mature employees tend to be more cooperative in complying with statutory and regulatory requirements and are more likely to stick by hotel rules and regulations since these parts represent the hotel's ethical climate (Arulrajah, 2015).

However, it is interesting to note that Westermann-Behaylo (2010) found out that the ethical climate assessment is fairly stable as there is no variation across employees' age.

Table 1.1. Ethical climate of the hotel employees when grouped according to age

Factors	Younger (n= 85)			Older (n=67)		
	x̄	SD	Int	x̄	SD	Int
Social Responsibility	5.15	1.43	SE	5.59	0.94	E
Rules and Professional Codes	5.10	1.63	SE	5.56	1.03	E
Personal Morality	5.01	1.65	SE	5.54	1.06	E
Over-all Ethical Climate	5.08	1.50	SE	5.56	1.00	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Across all three factors, female employees have a better perception of the hotel's overall ethical climate. Considering this, the hotel management may incorporate ethical situation training to concentrate on the male and younger group. Perhaps they may benefit from such training and be motivated to make ethical decisions/actions.

Female employees tend to have higher ethical awareness than males (Brunton & Eweje, 2012; Venezia, Nti-Osei, Venezia, & Hsueh, 2017), are more ethically oriented (Mtonga-Monga & Flotman, 2017), have higher personal business ethics scores (Mitonga-Monga & Flotman, 2017; Mujtaba, Cavico, & Sungkhawan, 2011) and exhibit enhanced ethical judgment capacity (Mc Danel de García, 2013). Females practice ethical responsibilities more (Longenecker, Moore, Petty, Palich, & McKinney, 2006). They manifest a better moral character (Vrdoljak Raguž, & Matić, 2016). Women have higher possibilities of maintaining ethical considerations than men (Cheteni, & Shindika, 2017) who tend to be engaged in unethical behavior than women (Dawson, 1995).

However, according to Vrdoljak Raguž and Matić (2016), males have a higher regard for ethical attitudes than females, indicating a relatively higher attitude towards business ethics among males.

After all, another study revealed that males and females do not differ significantly in ethical decision-making (Costouros, 2017).

Table 1.2. Ethical climate of the hotel employees when grouped according to sex

Factors	Male (n= 74)			Female (n=78)		
	x̄	SD	Int	x̄	SD	Int
Social Responsibility	5.11	1.40	SE	5.57	1.06	E
Rules and Professional Codes	5.03	1.55	SE	5.56	1.22	E
Personal Morality	5.02	1.64	SE	5.45	1.21	E
Over-all Ethical Climate	5.05	1.47	SE	5.53	1.11	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Employees with longer service consider the hotel an ethical climate. In comparison, those with a shorter service perceive that the hotels have a slightly ethical climate. The hotel management may consider the ethical climate as among the factors that helped them retain their employees. The slightly ethical personal morality among the employees may trigger unethical conduct, especially in crisis times. However, this may be prevented if the hotel management can develop with their code of ethics and develop/conduct training to raise the ethical awareness and sensitivity of employees with a shorter length of service.

Employees observing that the organization is ethical (Karatepe, 2013) and organizational policies, procedures, and practices are determined within an ethical context (Treviño et al., 1998) are more likely to stay in the organization.

Table 1.3. Ethical climate of the hotel employees when grouped according to length of service

Factors	Shorter (n= 89)			Longer (n=63)		
	x̄	SD	Int	x̄	SD	Int
Social Responsibility	5.09	1.47	SE	5.71	0.73	E
Rules and Professional Codes	5.04	1.65	SE	5.56	0.87	E
Personal Morality	4.95	1.67	SE	5.65	0.91	E
Over-all Ethical Climate	5.03	1.53	SE	5.68	0.81	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Taken collectively, the employees' perception of the hotels' ethical climate is highest in the area of social responsibility and lowest in personal morality. It is also interesting to note that employees' perceptions/responses in social responsibility are the most cohesive as supported by the lowest mean score, while their personal morality responses are the most diverse.

The hotels' ethical climate can be improved to a higher level, that is, very ethical. Its customers appreciate a perceived ethical hotel, and the employees are more likely to stay. Ethical standards may help the hotel eliminate uncertainties. The hotel's and employees' perspectives of ethical practices should be aligned to have a productive synergy.

Organizations that adopt an ethical management style are more likely to succeed in the long run (Yener et al., 2012).

Table 1.4. Ethical climate of the hotel employees when taken collectively

Factors	Collectively (n=152)		
	x̄	SD	Int
Social Responsibility	5.34	1.25	E
Rules and Professional Codes	5.30	1.41	E
Personal Morality	5.24	1.45	SE
Over-all Ethical Climate	5.30	1.32	E

Note: Int=Interpretation, SE=Slightly Ethical, E=Ethical

Job Satisfaction. The older female employees with a longer length of service are more satisfied than their young male counterparts with a shorter service length. Overall, the hotel employees are slightly satisfied with their job.

For the hotel's executives and policy-makers, job satisfaction is a crucial factor for business success. The hotel employee's job satisfaction can still be raised to extremely satisfied. The management may explore various ways of doing this. Improving employee job satisfaction not only decreases turnover also provides guests with better service from the employees.

The satisfaction of employees naturally differs. It is not the same for all individuals since employees desire different things at different times as influenced by their age and sex. The company's ability to satisfy these needs may lead to workers' motivation (Iroegbu, 2015). In the hotel industry, job satisfaction/dissatisfaction may be brought about by effort, policies, salary (da Borralha, de Jesus,

Pinto, & Viseu, 2016), and working hours.

Generally, older employees tend to experience higher levels of job satisfaction (Concialdi, 2014; Eleswed & Mohammed, 2013; Hancer & George, 2003), which may be due to the perks that come with maintaining a long career, including higher salaries, better benefits, and success in the workplace (Iroegbu, 2015). Older or more experienced employees are more comfortable and tolerant of authority. They may have realistic expectations from their jobs. In contrast, young people have high expectations for their job and the company. However, they learn to adapt their expectations according to reality.

Length of service is also a critical determinant of job satisfaction (Francis, 2015). Employees spend more years in the hotel, the level of psychological attachment and the overall level of job satisfaction increases.

Oshagbemi (2000) pointed out that workers with longer service may experience higher satisfaction because they either have found a job that meets their needs or finds promotion opportunities, leading to higher job satisfaction.

Table 2. Job satisfaction of hotel employees

Variable	Grouping	$\bar{x}$	SD	Verbal Interpretation
Age	Younger	4.94	1.67	Slightly Satisfied
	Older	5.64	0.97	Satisfied
Sex	Male	4.96	1.65	Slightly Satisfied
	Female	5.52	1.15	Satisfied
Length of Service	Shorter	4.93	1.67	Slightly Satisfied
	Longer	5.69	0.86	Satisfied
As a whole		5.25	1.44	Slightly Satisfied

Organizational Commitment. Regardless of age, employees of the hotels are slightly committed. However, they are 'undecided' in the area of affective commitment, which means they are not sure whether they can identify themselves with the goals of the organization and desire to remain a part of the organization.

There is room for the hotel management to improve the organizational commitment of their employees, more particularly on their affective commitment. To address this, the giving of various financial and non-financial incentives may be explored by the management.

Older workers had more experience and spent much time in their current jobs (Dunham, Grube, & Castaneda,1994), will have fewer job opportunities (Mathieu & Zajac, 1990), and this leads to a higher commitment to their current jobs than younger workers (Chiew, Foo, Ho, Hu, & Tan, 2014).

Affective commitment to the hospitality environment is highly desirable. Employees who manifest a high affective commitment to the hospitality company are often more willingly contributing to organizational performance and will do further than what is expected of them by management (Krüger, Wessels, & Saayman, 2014). Employees who are faithfully committed to their job have a better chance of providing a satisfying experience to guests (Krüger et al., 2014; Lam, Zhang, & Baum, 2001; Richardson, 2009).

There are several employment options available to older employees (Lam, Zhang, & Baum, 2001; Mowday, Porter, & Steers, 1982). Moving away may cost them more than staying (Parasuraman & Nachman, 1987).

Table 3.1. Organizational commitment of hotel employees when grouped according to age

Scales	Younger (n= 85)			Older (n=67)		
	$\bar{x}$	SD	Int	$\bar{x}$	SD	Int
Affective commitment scale	4.31	0.94	U	4.15	0.63	U
Continuance commitment scale	4.82	1.65	SC	5.41	1.05	C
Normative commitment scale	4.50	1.23	SC	5.01	0.70	SC
Over-all organizational commitment	4.54	1.09	SC	4.86	0.61	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Organizational Commitment of hotel employees, when grouped according to sex, is similar when arranged according to age. Overall, they are slightly committed but are undecided in the aspect of affective commitment.

Knowing this, the management may design training and programs that may help improve the commitment of employees. The undecided affective commitment of employees may mean that their personal goals may not be aligned with that of the hotel or that they may not be aware of the hotel's goals. With this, the management may come up with activities that will improve their affective commitment.

Women reflected higher organizational commitment levels than their male counterparts (Ellemers, de Gilder,& Van Den Heuvel, 1998; Mitonga-Monga & Flotman, 2017; Moore & Moore, 2014). As women's participation rate in the workforce has increased, they had higher levels of organizational commitment and continuance commitment than men (Clayton et al., 2007; Jonathan, Thibeli, & Darroux, 2013). Khalili and Asmawi (2012) noticed that men's and women's normative commitment differs (Jena, 2015).

Continuance and normative commitment of male and female employees do not differ, but their affective commitment differs, showing men as more affectively committed than women (Jonathan et al., 2013; Labatmedienė, Endriulaitienė, & Gustainienė, 2007). However, differences were noted among men and women for organizational commitment. Men had higher scores on continuance and normative commitment than women (Deprez, Van den Broeck, Cools, & Bouckenhoooghe, 2012; Jonathan et al., 2013).

Table 3.2. Organizational commitment of hotel employees when grouped according to sex

Scales	Male (n= 74)			Female (n=78)		
	x̄	SD	x̄	SD	x̄	SD
Affective commitment scale	4.16	0.79	U	4.32	0.85	U
Continuance commitment scale	4.87	1.60	SC	5.28	1.26	SC
Normative commitment scale	4.59	1.12	SC	4.85	0.99	SC
Over-all organizational commitment	4.54	0.98	SC	4.82	0.84	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Both groups (shorter and longer length of service) are undecided in their affective commitment. However, employees with a shorter length of service are still undecided in their normative commitment. The undecided normative commitment of employees implies that they lack awareness of the hotels' norms and guides. To improve employees' normative commitment with shorter service, the hotel may include in its on-boarding program a detailed presentation of the hotel's policies, procedures, standards, and guidelines, and an understanding check may be done after the training to validate the transfer of knowledge.

Organizational commitment is determined by the type and quality of an employee's job experience (Preethi & Lourthuraj, 2015) during their business tenure (Meyer & Allen, 1997). Baron and Greenberg (2004) stated that employees with tenure or seniority and those satisfied with their job performance levels tend to report higher organizational commitment levels than others.

On Affective Commitment, Meyer and Allen gave this example that "positive relationships among tenure and commitment may be due to tenure-related differences in job status and quality (Preethi & Lourthuraj, 2015).

Table 3.3. Organizational commitment of hotel employees when grouped according to length of service

Scales	Shorter (n= 89)			Longer (n=63)		
	x̄	SD	x̄	SD	x̄	SD
Affective commitment scale	4.25	0.89	U	4.23	0.72	U
Continuance commitment scale	4.71	1.68	SC	5.60	0.78	C
Normative commitment scale	4.42	1.22	U	5.16	0.55	SC
Over-all organizational commitment	4.46	1.08	SC	5.00	0.50	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

When taken collectively, the employees are slightly committed but undecided regarding their affective commitment. A hotel's productivity depends on the employee's organizational commitment, behaviors, and attitudes, which means that the management has to be creative in designing programs to improve their commitment.

Affective commitment define as the employee's emotional attachment to, identification with, and involvement in the organization (Preethi & Lourthuraj, 2015).A high level of affective commitment is related to low employee turnover, low absenteeism, and improved job performance; hence employees with a strong affective commitment continue employment with the company because they want to do so (Igella, 2014). An affectively committed employee desires to stay and firmly identifies with the goals of the organization. This employee commits to the company because he/she "wants to" (Allen & Meyer, 1990).

Continuance commitment describes individuals' need to endure with the organization resulting from her/his recognition of the costs like tenure, pay, benefits, vesting of pensions, family commitment (Loi, Hang-yue, & Foley, 2006) and knowledge of the costs associated with leaving the organization (Igella, 2014). Employees whose main link to the organization is based on continuance commitment remain because they need to do so (Loi et al., 2006).

On the other hand, normative commitment indicates a person's feeling of obligation to sustain organizational membership because he/she understands it is decently right to be loyal to and stay in the organization (Coyle-shapiro & Morrow, 2006). Furthermore, the individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment (Preethi & Lourthuraj, 2015). Although normative commitment is generally recognized as a salient dimension of employee commitment, it is substantially inter-related with affective commitment (Coyle-shapiro & Morrow, 2006). These feelings of obligation in normative commitment may arise from stress on an individual before and after entering an organization (Preethi & Lourthuraj, 2015).

Table 3.4. Organizational commitment of hotel employees when taken collectively

Scales	Taken Collectively (n= 152)		
	$\bar{x}$	SD	Int
Affective commitment scale	4.24	0.82	U
Continuance commitment scale	5.08	1.44	SC
Normative commitment scale	4.73	1.06	SC
Over-all organizational commitment	4.68	0.92	SC

Note: Int=Interpretation, U=Undecided, SC=Slightly Committed, C=Committed

Relationship among ethical climate, job satisfaction, and organizational commitment

Results reveal a significant relationship among the three variables as supported by p-values which, are all less than 0.05. The result confirms the researchers' proposition that the hotel's ethical climate results in job satisfaction and organizational commitment with an ethical climate resulting in slightly satisfied and slightly committed employees. This implies that if the hotel can improve its ethical climate, its job satisfaction and organizational commitment will also improve. Training and other activities geared toward improving the climate, satisfaction, and commitment may be designed by the hotel management.

Ethical climate influences job satisfaction (Anaza et al., 2015; Jaramillo et al., 2006; Peterson, Park, & Seligman, 2005; Pettijohn et al., 2008) and organizational commitment (Newman et al., 2017). An organization can influence all facets of job satisfaction by manipulating ethical climate except compensation (Okoli & Monanu, 2016).

There is a positive relationship between an organization's ethical climate and organizational commitment (Unal, 2012). Organizations that exhibit strong ethical values may benefit from having more committed employees (Vitell & Hidalgo, 2006). Schwepker Jr (2001) found a positive relationship between salespeople's perception of the organization's ethical climate and organizational commitment.

Table 4. Relationship among ethical climate, job satisfaction, and organizational commitment

Variables		Job satisfaction	Organizational commitment
	r	0.897**	0.843**
Ethical Climate	p-value	0.000	0.000
	n	152	152

Note: **The relationship is significant at 0.05.

5.0. Conclusion

The hotels have an ethical climate, slightly satisfied, and slightly committed employees. This result indicates that the employees observe and follow workplace policies and guidelines, exude appropriate conduct, and reflect morally proper actions. However, there is still a big room for improvement as the ethical climate can still be raised to an extremely ethical level. The same may be applied to job satisfaction and organizational commitment. However, the hotel's climate is not the sole responsibility of the hotel owners or management. Relationships among employees also provide critical insight into workplace norms, guides, and the current organizational climate. All hotel employees must clearly understand the importance of this ethical climate to contribute to the hotel's organizational performance.

Employees who are slightly satisfied with their jobs may be considered a potential threat to the smooth hotel's operation. It may trigger them to find more satisfying jobs somewhere. The hotel management may explore various ways of improving the job satisfaction of hotel employees to address their job concerns.

Having slightly committed employees may also put the hotels' operation at stake, especially if employees are confronted with stressful situations. Their first option may be to leave their work. The loyalty and performance of the employees in the organization are unpredictable.

The ethical climate, job satisfaction, and organizational commitment are significantly related. Ethical climate in this study presents to hotel managers insights on how ethical practices can help the hotel improve employee satisfaction and commitment. With the hotels' norms and guides specifying rules and regulations to regulate employee behavior and practices, managers must ensure that such norms contribute to job satisfaction and organizational commitment.

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