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THE REVIEWING OF RELATIONSHIPS BETWEEN PERSON – ORGANIZATION FIT, ORGANIZATIONAL COMMITMENT AND ETHICAL LEADERSHIP IN ACCOMODATION ESTABLISHMENTS¹

Abstract

In accommodation establishments, employees are the most important factor of the production and organization's performance. Because of this reason, the efforts are made to attract qualified employees to the organization and to ensure their organizational commitment. For organizational commitment, it is needed ethical leaderships whose behaviours with reliable, visible, fair, principled, and they support their subordinates in organizations. Another factor is the existence of employees who are compatible with the goals and values of the organizations and their personal values and goals. Person –organization fit also has a positive effect on the performance of the employees and the success of the organization. The main purpose of this research is conceptual reviewing the relationships of person organization fit, organizational commitment and ethical leadership and also emphasizing the importance of variables for accomodation establishments evaluating studies on them. As a result of the researches, it has been seen that there are positive relations between the mentioned variables and they support each other.

Keywords: Person – Organization Fit, Organizational Commitment, Ethical Leadership, Accomodation Establishments.

¹ This article is extracted from doctorate dissertation named “ A Research Of Moderating Role Of Ethical Leadership In Relationship Between Person Organization Fit And Organizationl Commitment In Accomdation Operations”

KONAKLAMA İŞLETMELERİNDE KİŞİ- ÖRGÜT UYUMU, ÖRGÜTSEL BAĞLILIK VE ETİK LİDERLİK ARASINDAKİ İLİŞKİNİN İNCELENMESİ

Özet

Konaklama işletmelerinde işgörenler üretim ve işletme performansı açısından en önemli faktördür. Bu sebeple nitelikli işgörenlerin örgüte çekilmesi ve örgütsel bağlılıklarının sağlanması için çaba sarfedilmektedir. Örgütsel bağlılık için güvenilir, görünür, adil, ilkeli davranışlarıyla örgütlerde astlarını destekleyen etik liderlere ihtiyaç vardır. Diğer bir faktör ise, örgütlerin amaç ve değerleri ile kişisel değer ve hedefleri ile uyumlu çalışanların varlığıdır. Kişi-örgüt uyumu da çalışanların performansı ve örgütün başarısı üzerinde olumlu bir etkiye sahiptir. Bu araştırmanın temel amacı, kişi- örgüt uyumu, örgütsel bağlılık ve etik liderlik arasındaki ilişkileri kavramsal olarak incelemek ve ayrıca değişkenlerin konaklama işletmeleri için önemini vurgulayarak bunlar üzerine yapılan çalışmaları değerlendirmektir. Araştırmalar sonucunda bahsi geçen değişkenler arasında pozitif ilişkilerin olduğu ve birbirlerini desteklediği görülmüştür.

Anahtar kelimeler: Kişi – Örgüt Uyumu, Örgütsel Bağlılık, Etik Liderlik, Konaklama İşletmeleri.

1.Introduction

While sustainability is important for organizations to gain competitive advantage, behaviors that reflect their commitment to the organization are also of great importance for the organization to achieve its goals. Employees' adoption of the values and objectives of the organizations they serve and their reflection on their behavior determines the degree of commitment to the organization (Seçilmiş and Ceylanlar, 2019).

In terms of accommodation businesses, employees' perceptions of their leaders ethically can positively affect their organizational commitment. (Dedeoğlu et al., 2016). People who direct, motivate and crease the commitment of employees to the organization by providing a two-way communication with them are ethical leaders in accommodation enterprises, which is a labor-intensive sector. For this reason, ethical leaders have a great role both in the establishment of the ethical culture in the organization and in the more enthusiastic work of the employees in the organization.

In addition to influencing organizational commitment by ethical leaders in hospitality businesses, the concept of personal organizational harmony is also an important variable that affects organizational commitment. The cultures of organizations are also a function of the values shared by their employees. For this reason, the harmony of values between employees and the organizations they work with has significant effects on both the organization and employees. (Gür, 2014). In many studies, it has been concluded that personal organizational fit is related to organizational commitment. (Ulutaş, 2010; Silverthorne,2004; Yıluvar,2016). According to the research conducted by Chatman (1991), when there is a personal-organization harmony in the environment in which the employees live and their work, the employees mostly do not change their environment and their jobs, they prefer to stay in the same environment and continue their work.

The main purpose of this research is conceptual reviewing of relationships between person organization fit, organizational commitment and ethical leadership in accomodation establishments. For this purpose, studies that reveal the importance of the variables handled in terms of accommodation businesses and the relationships between the variables are included. The importance of this study is due to the fact that its three variables are together for the first time. Because the role of ethical leaders as a regulator in the relationship between person-organization fit and organizational commitment of employees on the basis of accommodation establishments are important in terms of showing the necessity of establishments to include ethical principles and ethical leaders in their management. Also, measuring the organizational commitment of employees and the level of person-organization fit can ensure establishments and employers to manage their recruitment processes better in human resources management.

The research consists of certain limitations. One of them is the research that has been handled only on the basis of accommodation businesses. Another limitation is that the research was evaluated only in the theoretical framework based between relationship stiuations. While there have been researches carried out on the relationship between ethical leadership, organizational commitment or organizational commitment and person organization fit, these relationships have not sufficiently been evalauated with together in terms of accomodation establishments as one of the most important stakeholders of the tourism sector. In addition, it is thought that this study will fill the gap in the literature in terms of determining the regulatory role of ethical leaders in the relationship between person-organization fit and organizational commitment.

From an academical point of view, it is thought that it will make a significant contribution to the relevant literature as it is the first study in the universe of accommodation establishment employees to evaluate the variables of person-organization fit, organizational commitment and ethical leadership, and it also will guide similar studies to be conducted from now on. As the research may contribute to the literature, there are also some suggestions for researchers who will work on the subject in the future. Moreover, the subject can be evaluated with an empirical application by taking other tourism businesses (with travel agencies or Food and Beverage Sector) as a sample. In addition, the mediator and moderator roles of the variables in the research can also be mentioned.

2.Framework, Concepts and Relationships

In this section, the definitions and cause-effect relationship of organizational commitment, person- organization fit and ethical leadership are included.

2.1 Organizational Commitment

Organizational commitment as an indicator of attitude and behaviour of personnel towards their organizations. It is one of the organizational behaviour subjects that have been seen worth being worked on for many years by researchers especially in labour-intensive service sector.

Organization concept is one of two components of organizational commitment. ‘Organization’ is coordinated relations of production of the personnel whom come together in an operation to achieve certain goals. As for ‘Commitment’, which is another component, is being defined as loyalty, being loyal, in other words being obliged to or the situation of taking action in emotional terms (Acar, 2019; Doğan, 2013). Organizational commitment, which steers

the relationship between organization and personnel, is very important in terms of getting high performance from personnel. Also, it still maintains its importance because of the reasons such as the difficulty of international competitiveness, rapid changing management mentalities, the speed of technological developments, the change in client demand and needs and increasing need of human resources in organizations (Naktiyok, 2015).

Organizational commitment concept which is a reflection of willingness and efforts of personnel towards achieving organizations purposes and goals as an indicator of the fit between personnel and organization is also being defined differently by different writers (Steers, 1981: 327). According to Kanter (1968:499) organizational commitment is being defined as individuals to give their energies to the social systems and corporate social relations that are constitutes the organization and their status of being willingness. According to another definition, organizational commitment is being defined as individual's bias towards his/her organization and the emotional bond formed towards organization's goal, strategy, norm and culture and total acceptance of his/her organization. (Hatipoğlu 2014 ; Wiener,1982).

Allen and Meyer are one of the important researchers working on organizational commitment and making significant contributions to the subject. According to Allen and Meyer (1996) organizational commitment is the psychological commitment of the personnel to the organization and characterized by three dimensions. These dimensions are the dimension of affective commitment that is individual to constitute an emotional tie with the organization he/she work for, continuance commitment the dimension that is ensures avoiding costs would be suffered in case individual leaves the organization and the dimension of normative commitment that is seeing staying in the commitment as a moral imperative (Günlük, 2010:13). Personnel tend to stay in their organizations over time, based on the dimensions of affective commitment, continuance commitment and normative commitment.

Based on all these definitions and concepts, organizational commitment is a state of integration, association and belonging shared with the organization, where personnel identify with the organization's purpose, values and culture. Also, personnel whom committed to organization in a high level, may show desire to stay in their organizations in a voluntary effort by adopting the values and purposes of the organization. Thus, organizational commitment is an important subject for especially establishments in service sector and their personnel. Also, it is possible to say that in case the needs and expectation of the personnel met by leaders in organization, organizational commitment level of the personnel will rise.

2.1.1 Organizational Commitment in Accommodation Establishments and Its Importance

Employees are one of the most important factors for organizations to survive and increase their competitive power. The positive attitude of employees towards job and workplace environment is also important along with them to reflect their knowledge and experience to the organization. Employees' positive attitudes turn into behaviour and they feel a strong bond towards their organizations. Through this strong bond, organizations get stronger and gain an advantageous position in terms of workforce. Because of this reason, the subject of organizational commitment of the employees is an indispensable subject for organizations.

Accommodation establishments are being defined as commercial establishments that appeal to the accommodation, eating and drinking and psychological needs of people as a result of their movement that made by changing their place of residence as a result of different motives, attitudes and behaviours. Hotel establishments in the accommodation sector are tiring establishments with intense working tempo, complex operating structures, labour-intensive production, seasonality, continuity of activities, quality of employees, intense guest-employee relations. (Birdir and Tepeci, 2003: 93; Cengiz, 2008: 3). Because these characteristics of the accommodation sector is different from the industrial sector, it is imperative for accommodation establishments to take measures such as increasing their market share and profit, determining a customer-oriented management approach, increasing the quality of service and trying to reduce the turnover rate of employees.

These measures not only increase the cost of accommodation establishments with high turnover rate of employees, but also result in the decrease in service quality. Because of this situation, the subject of organizational commitment of employees who work in accommodation establishments is a subject that is keeps up-to-date in the literature in terms of work efficiency and continuity of service quality. The presence of employees with high organizational commitment can lead to a continuous increase in the quality of service provided to customers and therefore cause an increase in customer loyalty and trust (Güçlü, 2009: 4- 5). The increase in service quality depends on the availability of qualified human resources in the establishments. This need makes itself more evident in accommodation establishments where automation is limited and manpower is more important.

The employees who are important in accommodation establishments, have to work in high stressful work environment, low wage and job morale and a busy customer environment that can cause work-family conflicts (Navasivayam and Zhao, 2007: 1213; Subramaniam et. al. 2002: 303-304). The organizational commitment of the employee is important in terms of both the performance of the organization and the job satisfaction of the employee in such negative situations. Employees with high job satisfaction work more eagerly and don't look for other jobs. The quality of the service provided by employees with high organizational commitment may also result in customer satisfaction (Şahin, 2007: 99).

In accommodation establishments that high employee turnover ratio causes serious costs, the restructuring of lot of processes such as re-employment, training are also incremental cost and loss of time and labour. Because of that, increasing the organizational commitment of the employees in order to ensure the productivity and job satisfaction of the employees and to avoid the specified costs is in favour of accommodation establishments (Yalçın and İplik, 2004:401). Employees who have high organizational commitment don't think about leaving their organizations, and the organizations want to work with these employees who have a high level of satisfaction more (Silva, 2006: 324). Because of this reason, determining the factors that increase organizational commitment is a very important step for accommodation establishments.

Maxwell and Steele (2003: 367) in their research on 62 hotel managers stated that the wage expectations of employees to be met by their organizations, feeling good in the organization, being involved in social relations and organizational trust are important factors that increase organizational commitment. While hotel managers who think that their wages meet their expectations show higher organizational commitment than managers who are dissatisfied

in this regard, it also proves that managers who are involved in social relations and have positive feelings towards their organization have higher organizational commitment.

When employees are evaluated in terms of employee performance, in cases that organizational commitment is high, employees will be willing to direct their energy and loyalty to their organizations thus, their performance will increase. Because of this reason, the priority of the managers in accommodation establishments is being thought as changing organizational commitment of employees from continuance commitment to affective commitment (Cengiz, 2008: 126).

Negative behaviours such as being late for work and absenteeism may be unlikely in case that employees of accommodation establishments to love and adopt their job and to have high job satisfaction. Thus, employees with high organizational commitment should be motivated in accordance with the goals of the organization, and their job satisfaction and organizational commitment should be considered important. Thus, organizational success can be achieved (Gürsel, 2017: 23; Şahin, 2007: 101).

In case that both participation in the organization and productivity is high for the employees who have high organizational commitment, employees may display innovative behaviours by themselves. These employees also contribute to the improvement of adoptability of employees to organization (Angle and Perry, 1981: 3).

As a result of the aforementioned structure of the accommodation sector and technological innovations, academic studies on organizational commitment in accommodation establishments, which constantly feel the pressure of competition, still keep up to date.

2.2 Person Organization Fit

Definitions of the concept of person-organization fit are numerous and similar in the literature. Person-organization fit according to some definitions;

- The degree of fit or similarity between personality traits, goals and values of the employees and culture, values, goal and purposes of the organization (Chatman, 1989; Mitchell et al., 2006).
- Employees to love their organization and feel fit with the ethical values of the organization (Steel, 2016).
- It is a fit that occurs in natural conditions in case mutual expectations are met and when the employee and the organization have similar characteristics (Gür, 2014).
- It is the similarity perceived by the person with the organization and internal environment (Carless, 2005).
- The person to think that he/she is similar to the organization (Yıldız, 2013).

According to Kristof (1996), conditions such as the expectations of the person and the organization from each other are met, sharing the main values and keeping this in balance together simultaneously are necessary in the emergence of person-organization fit. It can be said that fit will be achieved if these conditions are met. Otherwise, the person-organization misfit arises.

The concept of person-organization fit is built on the Attraction-Selection-Attrition theory created by Schneider (1987). In organizations where employees with similar characteristics work together, participation and willingness to work may be more. Similarly, organizations want to work with people who are close to organizational cultures in their employment of employees. Then, the socialization process is carried out in order to the organization's own culture being adopted and the organization's attractiveness is tried to be maintained for the individual and the organization. (Eşitti and Erdem, 2017).

Based on these definitions, the fit between individual and organizational values has been accepted as a basic and important criterion for person-organization fit (Chatman, 1991; O'Reilly et al,1991). Also, Chatman (1989) defends that employees are open to be guided and that employees can change their personal values y means of the strong values in the organization.

Person-organization fit consists of four components. These are.

- Value Fit
- Goal Fit
- Fit with Environment and Culture
- Personality Fit. These components are being discussed in detail below:
- Value fit is the fit between the cultural values of the organization and the beliefs of the individual (Ulutaş, 2010). The high level of compatibility with the cultural values of the individual in his/her system causes him/her to display a positive attitude towards his/her organization and increase his/her organizational commitment (Guliyeva, 2018).
- Goal fit refers to the fit between the goals of the organization and the goals of the individual, and it is a component that can attract individuals to the organization if they are fit (Memon et al., 2014).
- Fit with environment and culture is the fit of individuals with their work environment. The degree of internal fit in organizations affects the decision, action or inaction of individuals and may cause negative situations such as conflict and misfit.
- Personality fit is the fit between the characteristics of the person and the characteristics of the other individuals in his/her environment (Ulutaş, 2010).

Four methods can be applied while ensuring organizational fit within the organization. In the first method, the similarities between the characteristics of the organization and the person's characteristics are emphasized, in the second method, goal similarity is emphasized. In third, it is important to making personal preferences or needs fit with the culture of the organization. In the last method, similarities between the personality traits of the person and the climate of the organization are being tried to created (Özkan, 2018).

Measurements were made based on a value-based approach in the person-organization fit studies. According to Cable and Judge (1996), “values” are the most meaningful and easily measurable concept both for individuals and organizations. Because values have an effect that guides the attitudes and behaviours of the individual in his social life. As a result, individuals to find their organizations attractive is an expected result for a value-based person-organization fit (Yıldız, 2013).

Another possible result is that if the person-organization fit is high, the employees' behaviours are more positive, they are happier and display a higher commitment to their organization. (Ceylanlar, 2017). Olsen et al. (1995) who also conducted person-organization fit studies, emphasized that there is a close relationship between low level of person-organization fit, decreased job satisfaction and high employee turnover.

In a study conducted by Bell, Doverspike, and Villado (2006), person-organization fit was considered as an employee selection criterion, and it was found that it predicts job satisfaction, organizational commitment and job performance (Öcel, 2013). Based on this, it can be said that the importance of person-organization fit for organizations is revealed in relationships such as intention to cease of employment, organizational citizenship behaviour, ethical behaviour, stress, job satisfaction and teamwork (Yıldız, 2013).

Organizations have placed the presence of employees in the organization at a critical position in times when developments such as quality improvement, change and the creation of new business structures occur. Because of this reason, in order to keep up with radical developments in this competitive environment, a flexible workforce structure and a high level of person-organization fit must be achieved in order to create and maintain a high-level organizational commitment (Özdemir et al., 2019). Person-organization fit is effective in employees to work productive and experience job satisfaction in the work environment and it also affects the organizational commitment of employees.

2.2.1 Person-Organization Fit in Accommodation Establishments and Its Importance

Person-organization fit is a process that the organization's values, characteristics and goals to show the similarities with the employees and guides the perceptions and behaviours of the employees about their job. Person-organization fit, which is effective in the intentions of employees such as staying in the organization or leaving the organization may, if the organization employ an employee that is fit for their organizational culture, values and goals in recruitment, there is high risk of achieving a high person-organization fit (Adıgüzel ve Kayadibi, 2015: 95). Based on these expressions, it can be said that person-organization fit is a kind of perception and it can create change and development in each other's values with an interaction from organization to individual and from individual to organization.

In the context of relationships within accommodation establishments, the person-organization fit has an important effect on the efficiency of the organization, job performance and customer satisfaction arising from the fit between the organization and the employees (Tanrıverdi ve Guliyeva, 2018: 467). If there is a fit between the characteristics of the employees and the characteristics of the organization, the values and the goals of the accommodation establishments, which are labour-intensive, positive outcomes such as the employees will be more motivated to do their work, adopt the organization, intend to stay in that organization, organizational commitment it also has an affect that prevents negative situations such as absenteeism, being late to work, having negative thoughts about the organization, and unfaithfulness.

One of the important outputs of accommodation establishments to survive is the efficiency and job performance. As the service quality may be high in organizations with high job performance and efficiency, this positive situation may also reflect on customer satisfaction.

This can only be possible with the existence of organizations that have achieved person-organization

The studies in the literature that the relationship between person-organization fit with different variables, and studies addressing person-organization fit in accommodation establishments basis are being included under this topic.

When the literature is examined, there are studies conducted on person-organization fit and different variables correlated to person-organization fit. Some of these variables are organizational commitment, job satisfaction, stress, tendency to cease of employment, organizational cynicism and organizational creativity.

Huang et al. (2005: 43) researched the relationship between person-organization fit and organizational commitment and job satisfaction variables. In this study, it was concluded that if the person-organization fit is high, it has a strong positive affect on variables such as extra role behaviours, organizational commitment and job satisfaction of the employee

Lovelace and Rosen (1996: 703) compared the person-organization fits of African-born female managers and Spanish male managers in their study. It was seen as a result of the research that the person-organization fit perceptions of the African origin managers were lower than the other group. Also, it has been seen that low level of fit has negative outcomes such as job dissatisfaction, intention of cease of employment, and increased stress level.

Piasentin and Chapman (2007: 341) researched the similarity and complementarity dimensions of person-organization fit in their study on 209 employees from different professions. It was concluded according to the research results that person-organization fit is a combination of similarity and complementarity dimensions. Also, it was found that person-organization fit was correlated to higher job satisfaction, organizational commitment and lower intention to cease of employment.

Vancouver and Schmitt (1991: 333) found the person-organization-value fit positively affects organizational commitment and job satisfaction, but negatively affects the tendency to cease of employment as a result of their research based on testing their hypotheses on 356 principals and 14721 teachers.

In the study conducted by Westerman and Vanka on 6 companies and 105 employees in the USA, they determined that there is a positive relationship between needs-supplies fit and supplementary fit and organizational commitment, tendency to cease of employment and job satisfaction. They suggested that studies conducted by similar researchers have proved that employees who have the same or similar values with their organization will also have a high degree of commitment to their organization (Westerman and Cyr, 2004: 252).

Akbaş (2011:53)'s article adapted from doctoral thesis, the relationship between person-organization fit and dimensions of organizational citizenship (thinking the others, advanced sense of duty, civic virtue, gentlemanship and briefing as a matter of courtesy) according to the date taken from employees of big scale establishments that are operating in furniture sector in Turkey. According to the results of the study, it was found that employees' perceptions of personal-organization fit have a higher positive effect on the organizational citizenship behaviour dimension of supporting organizational development.

Other studies reported that person-organization fit was positively related to prosocial behaviours such as contextual performance, organizational citizenship behaviours, and self-reported teamwork. Finally, a number of studies revealed positive relationships with self-reported work performance and objectively-measured work performance (Yıldırımbulut, 2016: 13).

In the master's thesis by Küçükodacı (2014: 4), the relationship between the person-organization fit, the perception of organizational justice and the intention to cease of employment of 222 hotel employees in small and medium-sized hotels in Istanbul was examined. As a result of the study, it was found that there is a positive and strong relationship between the perception of organizational justice and person-organization fit, and a negative and weak relationship between the perception of organizational justice and the intention to cease of employment. On the other hand, there was no significant relationship between the person-organization fit and the intention to cease of employment.

The relationships between person-organization fit, ethical perceptions and organizational commitment are being researched on 394 hotel employees who work in halal concept hotels in different cities in Turkey in the master's thesis of Ceylanlar (2017). According to the results of the research, a significant and positive relationship was found between the ethical perceptions, person-organization fit and organizational commitment of employees in halal concept hotel establishments. It has been observed that working in halal-concept hotel establishments is a priority job choice for participant employees. Also, it has been determined that the ethical perception levels of the employees are high, their individual values and organizational values are in fit, and their affective commitment levels are higher than the normative and continuance commitment.

Demir (2015: 57), on the other hand, researched the effect of person-organization fit on job performance and intention to keep employment in his study with 399 hotel employees working in five-star hotels operating in Muğla. It was determined as a result of the analysis that the person-organization fit was correlated with variables of job performance and intention to keep employment and affected these variables positively.

In the study conducted by Çelik et al. (2011) on 311 employees working in accommodation establishments operating in Izmit, it was found that the perception of justice in the organization positively and significantly affected person-organization fit and work performance and also person-organization fit has a positive effect on job performance. Also, it was determined that person-organization fit doesn't have a mediating role in the relationship between organizational justice and job performance.

It can be said that person-organization fit has a relationship with many different variables based on all the studies mentioned above. It is seen that there is a positive relationship between variables such as organizational justice, organizational citizenship, organizational commitment, job performance, job satisfaction, intention keep employment, and a negative relationship with variables such as organizational cynicism, intention to cease of employment, and stress among these variables. It is possible to say in terms of these relationships that success can be achieved more easily in organizations that achieved high level of person-organization fit, and customer satisfaction can be achieved more easily with high service quality. Because of this reason, the

concept of person-organization fit is very important in terms of maintaining the competitiveness of accommodation establishments.

2.3 Ethical Leadership

The concept of ethics is a concept that has been frequently studied in recent years. However, due to its complicated nature, it remains incomplete to define the concept completely. The concept of ethics derived from the words “Ethikos” or “Ethos” in Greek has been considered equal with the concept of “morality” in colloquial language; in the dictionary of the Turkish Language Society, it was defined as “traditions science, “moral science” (Özçelik, 2011).

In other words, ethics is a discipline of philosophy that researches values, norms, rules, right-wrong, good and bad in individual and social relations (Esmer, 2011). Once again, ethics are the personal criteria that a person uses to distinguish between right and wrong. Ethics that showing how people should behave, discuss a code of conduct based on duties and responsibilities indicates either discipline and the rules that define the behaviour of a person about what to do and what not to do (Özçelik, 2011). Therefore, there is a need for people with leadership qualities who will teach these ethical codes of conduct and discipline to their employees in organizations and set an example for them.

Due to factors such as the effect of globalization, technological developments, a strong competitive environment, and developments in their knowledge and technologies, leaders have faced the obligation to demonstrate an inspiring, guiding and supportive leadership approach that gives importance to ethical values in the changing internal and external environmental conditions. On the other hand, it is seen that ethical values are not kept at the forefront in traditional leadership approaches and modern leadership theories that started in the 1980’s and have continued until today (Alkan, 2016). Due to this deficiency, as well as the application of ethical principles and ethical scandals in recent years, the importance of ethical behaviour demonstrated by the leader and its role in shaping ethical behaviour have increased. It is important for the top management to adopt these values as well as the effective role of leaders in the formation of ethical values and ethical climate that hold the organization together (Arslantaş and Dursun, 2008). Because of this reason, concepts such as ethics, ethical values, and ethical principles are considered as concepts that are closely related to leadership in the literature.

Ethical leaders who are responsible for the ethical principles and norms that ensure the management of the behaviour of their employees in the organization, are known as leaders who direct themselves by the employees, solve ethical problems, and are accepted by every employee. The lack of such leaders is felt more especially when faced with ethical problems (Çıraklı et al., 2014). Ethical leaders play the leading role in solving ethical problems, and ethical values are not ignored in solution of these problems.

As stated in the studies on ethical leadership, an official definition of ethical leadership has been tried to be made due to a reliable and valid ethical scale, and the issue of ethical leadership has begun to be examined in detail in studied that are conducted in recent years (Brown and Trevino, 2006). Accordingly, some definitions of ethical leadership in the literature based on the studies are given below:

- Ethical leadership is a leadership style that exhibit ethical behaviours and integrate visionary behaviours and ethical values with fair, character and integrity-oriented leadership skills. According to another definition, it is a type of leadership that implement human resources in an efficient and perfect way to serve organizational goals in the most effective way (Yildirim, 2010).

-Brown and Trevino (2006) and Piccolo et al. (2010) has been defined ethical leadership as displaying normative (morally) appropriate behaviours and encourage the audiences with personal actions and interpersonal relationships, and two-way communication, empowerment and decision-making. These authors evaluated ethical leadership from a different perspective, with the label “moral manager”, they presented as a leadership style in which ethical leaders have proactive efforts on ethical and unethical behaviours of their audiences.

- Ethical leadership, which is described as the heart of leadership, is a type of leadership that uses moral power to influence the audience and is based on honesty, loyalty and altruism (Fulmer, 2004). Ethical leaders are not content with only words, they put their words into practice and become effective role models in ethical behaviour. On the other hand, they learn ethical leadership from models like audiences. Leaders begin to identify themselves by tracking the behaviour of the ethical role model and the consequences of their behaviours, they internalize the values and attitudes of the model and imitate modelled behaviours (Brown and Trevino, 2006).

Ethical leaders have a positive impact on collective performance in terms of affecting behaviour at the individual level. Therefore, ethical leaders prepare the necessary infrastructure to develop productive group norms and behaviours (Walumbwa et al. 2012). Ethical leaders are the leaders who are expected to behave fairly and impartially towards those who work by using distributive and procedural justice that guides their leadership behaviour (Zhu et al., 2004). The impartiality of ethical leaders can enable employees to have positive feelings towards their organization, in other words, to develop an emotional bond.

On the other hand, although it is claimed that the ethical leader has many effects on the outputs of the organization, the effects of the leaders may vary according to their degrees in the organization (mid-level manager, top-level manager). For example; an ethical leader in a senior position can support ethics-related initiatives (such as the reward system) by contributing with their talents or implement processes (such as the decision-making process) by providing financial support with their abilities. On the other hand, ethical leaders in mid-level managerial positions work more closely with their subordinates. Because of this reason, they can mostly provide support as a role model that directly affects the behaviours (positive social behaviour, behaviours that harm society) of their subordinates instead of financial support (Brown and Trevino, 2006).

As a result, ethical leaders, who can serve as a role model to employees with all their behaviours and by applying the principle of impartiality have strong functions due to their positive organizational outcomes such as organizational competitiveness, organizational image, organizational commitment of employees, job satisfaction.

2.3.1 Ethical Leadership in Accommodation Establishments and Its Importance

In today's competitive conditions, the survival of accommodation establishments and their ability to compete requires the correct evaluation of many variables. Accommodation businesses, which are known as labour-intensive businesses, can be successful and maintain their productivity in line with their management style, ethical behaviour and appreciation shown to employees. Accommodation establishments that ensure effective organizational communication and job satisfaction among their employees by applying ethical principles and values, and they can achieve the goals and objectives they want.

In the accommodation sector, where a close communication between employees and customers is essential, attitudes and behaviours of employees determine the profitability level of establishments (Valdivia et. al, 2019:402). In other words, customer satisfaction can be positive or negative depending on the performance of the employees due to reasons such as the continuity of the basic values in the accommodation industry is being ensured with the communication between the customer and the employee, the simultaneous production and consumption, and the production depends on the employee performance most of times (Öğüt and Kaplan, 2011).

Employees in the accommodation sector may be exposed to negative situations such as not being appreciated, job stress, overtime, low wages and emotional burnout. Also, since there is a high probability of encountering unexpected situations in this sector when the employee who is in close contact with the customer is not given responsibility in the decision-making process, there may be difficulties concerning problem solving and it may be difficult to provide a high-quality service to the customer (Jha and Nair, 2008). Because of this reason, it is important for the employees to act with common-sense and independently while providing services in order to meet the constantly changing customer needs and expectations. Managing employees in accommodation industry is a difficult task for leaders because of this or similar reasons arising from the structure of this and industry (Valdivia et al., 2019).

Accordingly, it is important for establishments to set ethical rules and to ensure both managers and employees follow these ethical rules. Another important issue is the need for ethical leaders in order to create an ethical climate in the establishment and to put this ethical climate and ethical principles into practice and to make these adopted by employees (Çevirgen and Üngüren, 2009: 274-275). Because ethical leaders such as leaders are people in key position in order to employees to get stronger psychologically, to engage the work, to act independently and to feel themselves positive. For example, positive managerial behaviours increase the skills of employees and make it easier for them to make decisions on their own. (Valdivia et al., 2019).

If the employee is empowered in the accommodation industry, they can serve more successfully against unforeseen situations. They can do their job with feelings of passion with a mood that is engaged to job, self-esteem and commitment. They are both engaged and empowered people who are the solvers of the problems that reduce the job performance and service quality of the organization ((Namasivayam, 2014; Valdivia et al., 2019:). However, the satisfaction of employees working in accommodation establishments is important because it has positive results such as increasing production, competitive advantage to be gained and decreasing the labour turnover rate (Kaplan et al., 2013:118).

Çevirgen and Üngüren (2009) in their empirical studies with 10 five-star hotel employees in Alanya, a positive relationship was found between perceptions of ethical climate and job satisfaction. Therefore, it can be said that ethical leaders have an effect in creating an ethical climate and increasing the job satisfaction level of employees.

Unethical behaviours may occur due to the intensity of the relationship between managers, employees and customers in accommodation establishments which have labour-intensive services, and as a result of that, employees who are working in a stressful environment experience job dissatisfaction. It can be said from this point of view that ethical leaders who can make ethical understanding a part of organizational culture and accommodation establishments that succeeded in adopting this understanding within the organization are possible to continue their existence in the long term. Also, there is a need for an understanding of organizational ethics and ethical leaders in order not to experience employee dissatisfaction and in order to keep the organizational commitment of employees high.

2.4 The Relationship Between Organizational Commitment and Person Organization Fit

The general view defended by organizational behaviour theorists is that person-organization fit is important for the organization (Yılıvar, 2016: 41). Person-organization fit is important for the continuity of the workforce that is committed to the organization. Because of this reason, there is a relationship between person-organization fit and organizational commitment, job satisfaction, intention to cease of employment and job performance are related. (Ahmadi et. al., 2014). Because of this reason, the similarity between the values of the employee and organization in organizations that achieved the person-organization fit, increases the commitment, trust and sense of organizational citizenship of the employees.

In other words, employees whose individual values are fit to the values of the organization are more committed to the organization than those whose are not. Organizational commitment is related to both individual and organizational values. This emerges from the similarity of fit between the person and the organization (Yılıvar, 2016). If person-organization fit increases employees' sense of responsibility towards the work environment, high organizational to the organization can also increase individual perceptions by the fit between individual values and the values of the organization (Valentine et. al., 2002). Therefore, it is possible to talk about a two-way interaction between person-organization fit and organizational commitment. Studies that examine the relationship between person-organization fit and organizational commitment generally indicate that in organizations with person-organization fit affects affective commitment, which is one of the dimensions of organizational commitment, positively. Also, the relationship between person-organization fit and organizational commitment also researched with variables such as job satisfaction, intention to cease of employment (Piasentin and Chapman, 2007, Mitchell, 2006, Ambrose et al., 2008, Verquer et al., 2003), leader behaviours (Ji, 2006), employee turnover ratio (Hampton-Farmer, 2007). Some of the studies on these variables are summarized below.

Ulutaş (2010) suggested in his doctoral thesis that according to the results of the survey applied to 367 employees of twenty different establishments operating at Dalaman International Airport, person-organization fit has an effect on organizational commitment.

Silverthorne (2004) stated in his research he conducted in Taiwan that high level of person-organization fit would result in higher job satisfaction, higher organizational commitment and lower employee turnover rate. In the study of Boxx et al. (1991), it was seen that a high level of person-organization fit increases organizational commitment. Verquer et al. (2003) combined various research results on the relationships between person-organization fit and job satisfaction, organizational commitment and intention to cease of employment, and performed meta-analysis to estimate the magnitude of its impact on the population. As a result of these studies, they stated that organizational commitment is more significant than job satisfaction and intention to cease of employment in the calculation of the mediation effect of fit types (Çetinkaya, 2016).

Yıluvar (2016) examined the relationship between the variables of person-organization fit and organizational commitment in his master's thesis on 400 hospital employees, and as a result of the analyses, it was determined that person-organization fit affected the dimensions of commitment to work and organizational commitment. A positive relationship was found between person-organization fit and commitment to work and organizational commitment.

It was concluded according to the analysis results of Özçelik's (2011) master's thesis on nurses that there is no statistically significant relationship between nurses' person-organization fit and the continuance and affective commitment dimensions of organizational commitment and there is a statistically significant relationship with their normative commitment. While the nurses' level of fit to their hospitals is independent from their affective and continuance commitments, the increase in person-organization fit leads to an increase in the level of normative commitment. Studies on organizational commitment and person- organization fit are shown in Table 1.

Table 1. Studies on Organizational Commitment with Person Organization Fit

Writer(s)	Studied Variables
Ahmadi et. al (2014)	Organizational Commitment, Person – Organization Fit- Job Satisfaction
Boxx et. al.(1991)	Organizational Commitment, Person – Organization Fit
Dedeoğlu et. al.(2016)	Organizational Commitment, Person – Organization Fit- Job Satisfaction
Li (2006)	Organizational Commitment, Person – Organization Fit- Leader Behaviours
Özçelik (2011)	Person – Organization Fit- N/A/C Commitment
Piasentin and Chatman (2007); Mitchell(2006); Ambrose et. al (2008); Verquer et. al (2003)	Organizational Commitment, Person – Organization Fit- Job Satisfaction- Intetion To Chease Of Employment
Silverthorne (2004)	Organizational Commitment, Person – Organization Fit- Job Satisfaction- Lower Employee Turnover Rate

Ulutaş (2010)	Organizational Commitment, Person – Organization Fit
Yıluvar (2016)	Organizational Commitment, Person – Organization Fit

2.5 Relationship Between Organizational Commitment And Ethical Leadership

As mentioned in the studies that reveal the relationship between organizational commitment, which is being defined as the adoption of organizational values and goals, and ethical leaders it is important for ethical leaders to inspire and motivate employees and to be role models in terms of creating an organizational trust environment.

Ethical leaders prepare an environment that makes the needs and objectives of the organization with the needs and objectives of the employees fit each other with their behaviour and the methods they use in the organization. Thus, the employees adopt the goals of the organization and become committed to their organizations. It is ethical leaders who prepare an environment where ethical norms and this point of view are shared (Dickson et. al., 2001).

It has been defended especially by Cullen (2003) that an ethical climate that is sensitive to its employees and their needs strengthens commitment to the organization. Meta-analytical research also shows that an ethical work environment supports organizational commitment and job satisfaction (Martin and Cullen,2006). Also, it was observed that organizational commitment levels of the employees whose decision-making were supported, encouraged and cared and fairly approached by their leaders were higher (Altun, 2013).

On the other hand, ethical problems and unethical behaviours that are frequently encountered in organizations can cause conflicts and aggressive behaviours among employees. Unethical behaviour affects employee motivation, performance, job satisfaction and naturally the quality of life of the organization negatively, and also reduces the perception of organizational commitment of the individual. Unethical behaviours arising from both individual and organizational reasons shows itself in situations such as discrimination, bribery, corruption and mobbing. In order to prevent these behaviours from occurring within the organization, the ethical climate structure and ethical principles must be adopted by all employees (Bilgen, 2014).

It becomes evident from this point of view that the ethical behaviour of an organization is a very important management problem, and the organization's management must lead ethical behaviours in terms of controlling and improving ethical behaviours and organization's management must manage this process with this leadership style. In the formation of ethical-based behaviour patterns in organizations, the existence of a leadership based on ethical principles is of great importance as well as a managerial culture based on ethical principles, leadership abide by ethical principles, ethical based managerial decision-making structures and trainings organized in line with ethical principles (Bilgen, 2014).

Studies conducted between ethical leadership and organizational commitment are important in terms of explaining the relationship between the two variables. Neubert et al. (2009) conducted one of these studies and found that the leader's ethical behaviours have direct and indirect effects on individuals' job satisfaction and organizational commitment, and it has

been revealed that ethical leadership affects the relationships between ethical climate, job satisfaction and organizational commitment in a binding way.

Employees feel the need to participate in decisions about the future of the organization, and being considered as "individuals" gives them confidence. Having the opportunity to express their opinions clearly, to contribute to the improvement processes, to contribute to some of the decisions that can carry the establishment to the future and to contribute to determining a goal in this direction, the behaviours of the leader within the framework of ethical rules will create a sense of belonging in the employee. In such a situation, the individual will continue to stay in the organization for a longer time and work with great willingness and devotion (Bulut, 2012).

According to Piccolo et al. (2010), ethical leadership positively affects the performance of employees. Job performance has a complex network of factors such as competence, knowledge, experience, leadership behaviour and motivation (Bulut, 2012: 64) and it is possible to formulate this relationship as follows.

PERFORMANCE=P(competence) x P(knowledge) x P(experience) x P (leadership behaviours) x P(motivation).

Being competent, knowledge, experience, the behaviour of the leader and the ethical leadership behaviours that are effective in performance resulting from motivation are among the most powerful factors that motivate and mobilize the individual. In this context, the individual, whom mobilized with the perception of support, is motivated towards goals within line with purposed. An individual who works with a focus on target while being success and solution focused will provide job satisfaction by benefiting from the promotion opportunities and rewards fairly, and it will be seen that the employees have an important function in the way of realizing their commitment to the organization.

As a result, in organizations where ethical climate prevails, and with the presence of leaders abide by the ethical principles, those who work in that organization will be able to receive organizational support, develop a sense of belonging to their organization and experience high job satisfaction. Employees who have high job satisfaction also have low intention to cease of employment, and their probability of working in the organization for many years may increase. It can be said that ethical leaders have a great influence on these positive outcomes. Some studies on organizational commitment and ethical leadership ara shown in Table 2.

Table 2. Studies on Organizational Commitment with Ethical Leadership

Writer(s)	Studied Variables
Cullen (2003)	Ethical Climate- Organizational Commitment
Martin and Cullen (2006)	Organizational Commitment, Ethical Leadership- Job Satisfaction
Neubert et. al (2009)	Ethical Leadership-Job Satisfaction- Organization Commitmen
Piccolo et al. (2010)	Ethical Leadership- Organizational Commitment – Job Performance
Tool (2019)	Ethical Leadership and Organizational Commitment

Lim (2012)	Ethical Leadership Behaviours and Organizational Commitment, Job Satisfaction
Watson (2010)	Leader Ethics and Organizational Commitment
Yates (2014)	Ethical Leadership, Organizational Commitment and Job Satisfaction , Organizational Citizenship Behaviour
Sajfert et. al (2017)	Leaders Ethical Behaviours and Organizational Effects.
Kim and Brymer (2011)	The Effects of Ethical Leadership on Manager Job Satisfaction, Commitment.

2.6 Relationship Between Ethical Leadership And Person Organization Fit

The deficiency or lack of fit between the person and the organization can lead to some negative outcomes, including not feeling connected to the organization and leaving the job as a result, and positive outcomes can be obtained in organizations that have achieved high level of person-organization fit. Conducted studies are important in terms of explaining the relationship between ethical leadership and organizational commitment and are summarized below:

Li, (2006) examined the relationship between person-organization fit and leader behaviours on employees in organizations in Eastern China in terms of the effect of both person-organization fit and leader behaviours on the motivation, trust and commitment levels of the employees. As a result, it has been determined that transactional and team-based leadership behaviours have a significant effect on personal-organization value fit among the concerned organizations. At the same time, it was determined that leadership behaviours have an effect on trust, motivation and organizational commitment employees feels towards their managers.

Gürkan et al. (2014: 543-556) examined the mediating role of manager support in the effect of person-organization fit on job satisfaction with 326 personnel working in 4- and 5-star hotel establishments and 1st class resorts operating in our country. As a result of the research, they found that the person-organization fit have a significant relationship on manager support (Özdemir et. al., 2019).

According to the results of Özçelik's (2011) study on nurses, it was found that there is a statistically positive significant relationship between nurses' levels of person-organization fit and their perception of ethical climate. Accordingly, as nurses' adaptation to their hospitals increases, their positive ethical climate perceptions about their hospitals also increase.

Based on these results, ethical leaders are needed in addition to organizational management and culture in the formation, implementation of the ethical climate and ethical climate to be adopted by employees. Because of this reason, it can be said that organizations that achieve personal-organization fit will have positive ethical climate perceptions with the mediating role of the ethical leader. Studies on ethical leadership and person organization fit are shown in Table 3.

Table 3. Studies on Ethical Leadership with Person – Organization Fit

Writer(s)	Studied Variables
Gürkan et.al (2014)	Person Organization Fit- Ethical Leadership- Job Satisfaction
Li (2006)	Person – Organization Fit- Leaderhip Behaviours
Özdemir et. al (2019)	Person – Organization Fit- Manager Support
Özçelik (2011)	Person – Organization Fit- Ethical Climate
Halbusi et. al (2019)	Ethical Leadeship and Moderating Role of Person Organization Fit
Valentine et. al (2002)	Ethical Leadership, Person – Organization Fit, Organizational Commitment
Kerse (2019)	Ethical Leadership, Person Organization Fit and Organizational Trust
Ruiz and Martines (2014)	Ethical Culture and The Modareting- Mediating Role Of Person Organization Fit
Tang et. al (2015)	Ethical Leadership and Employees' Value Congruence

CONCLUSION

The concept of ethics has both a strategic and functional importance in terms of labor-intensive accommodation businesses as in every field. Ethical problems are experienced in such businesses due to reasons such as the intangible nature of the tourism product and the high priority of service in customer-employee relationship. Examples of ethical problems are promotion, wage policy, participation in management, management's approach to employees and customers, or the policies of the enterprise applied in customer service. Therefore, it is important to use ethical principles and behaviours in organizing organizational policies at the senior management level, to internalize them in daily decision-making and all operational processes, and to institutionalize organizational ethics in a more general sense (Becerikli, 2013: 35). The presence of ethical leaders is also important in fulfilling this requirement. It is a great requirement for organizations to have managers and employees with high ethical perception and value judgments. They play an important role in establishing the ethical basis and internalizing social norms within the organization (Aslan and Sendoğdu, 2012: 694).

Since the ethical expectations of employees can be met in organizations with ethical managers, this positive atmosphere can also positively affect the organizational commitment of the employees. If the employee is empowered in the accommodation industry, they can serve more successfully against unforeseen situations. They can do their job with feelings of passion with a mood that is engaged to job, self-esteem and commitment. They are both engaged and empowered people who are the solvers of the problems that reduce the job performance and service quality of the organization ((Namasivayam, 2014; Valdivia et al., 2019: 403). Likewise,

the overlap of organizational values and the values of employees, in other words, in accommodation businesses, is an important criterion for businesses to be successful.

As a result, variables such as high organizational commitment of employees, high ethical perception, presence of managers / leaders who prioritize ethical values in their attitudes and behaviors, and the harmony between the values of the employees and the values of the organization are important in the success of accommodation businesses. Based on the literature studies, it is possible to say that ethical leadership and personal organizational fit affect organizational commitment positively in achieving these criteria within the organization. For this reason, it is important for hospitality businesses to have leaders who attach more importance to ethical values. In addition, determining the level of adaptation of the candidates to be recruited during the recruitment process will enable them to work in the organization for a longer period of time and increase their organizational commitment and thus their job performance.

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