

## The Impact of Ethical Work Climate on Employees' Organizational Job Embeddedness in Hotels

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### Abstract

Hotels are now challenged to retain employees and understand why they are leaving their jobs early. Ethical work climate (EWC) is an organizational factor that influences employees' attitudes and behaviors. Gaining knowledge about the impact of EWC can help hotel managers to deal effectively with dysfunctional behaviors and make a difference in increasing organizational job embeddedness (JE) of hotel employees. JE represents the forces that keep employees attached to their jobs and organizations. Despite the importance of EWC and JE for organizations and individuals, they have received very limited study, especially in the hospitality field. Therefore, this paper examines the extent to which the organization creates EWC; investigates the degree of the employees' JE; and measures the relationship between these two variables. For achieving these objectives, data were collected using questionnaires. A convenience sample of 700 hotel employees from 14 five-star hotels in Sharm ElShiekh was chosen for investigation. From the 700 questionnaires that were distributed, 385 valid questionnaire forms were received from the respondents with response rate of 55 per cent. To analyze these forms, descriptive analysis, correlation analysis, Mann-Whitney and Kruskal-Wallis tests, as well as multiple regression analysis were used. The findings showed that EWC, including instrumental climate; caring climate; independence climate; rules climate; and law and code climate directly influence JE. In addition, demographic factors (i.e. age, gender, educational level, position, and work experience) were found to positively influence JE. Thus, it was recommended that hotel management should apply several ways to keep and hire effective employees, such as prevailing a strong ethical climate in hotels, particularly in food and beverage and housekeeping departments; paying more attention to the independence EWC; hiring male employees aged from 18 to 35 years who are university or high school graduates; and hiring persons whose personal and ethical values fit well with the organization ethical climate.

**Keywords:** Ethical work climate; organizational job embeddedness; antecedents of job embeddedness.

### Introduction

Hospitality industry is distinguished by fast varying trends and preferences and strong competition. Therefore, this industry has paid more attention to organizational factors, such as EWC to stay competitive (He *et al.*, 2011; Lee *et al.*, 2012). An organization's ethical climate refers "a composite of organizational perceptions of the ethical values and behaviors supported and practiced by organizational members" (Schwepker and Hartline, 2005, p. 380). The importance of creating an ethical climate in the workplace has been proved in the previous literature (Abou Hashish, 2017).

EWC is important to build permanent relationships with customers (Schwepker and Hartline, 2005). It also determines intra-organizational relationships (Elci and Alpan, 2009) and considerably affects employees' attitudes, behaviors, as well as organizational outcomes (Trevino *et al.*, 1998; Adams *et al.*, 2001; Lopez *et al.*, 2009; Lang *et al.*, 2013). Organizational policies, procedures, and practices undoubtedly influence an ethical climate (Mulki *et al.*, 2008). The presence of such an ethical climate in the organization leads to moral consequences, decreases hindrance demands (e.g. role conflict), expands efforts, builds trust in supervisors, and generates

job satisfaction (Jaramillo *et al.*, 2006). It also negatively influences turnover intentions as well as enhances job performance (Verbeke *et al.*, 1996; Schepers, 2003). Moreover, an ethical climate can create supportive environment in the workplace and can serve as one of the factors preventing employees from departing their organizations.

Despite this importance, research regarding the process through which ethical climate influences employee attitude and behavior is still limited (Kacmar *et al.*, 2013; Lau *et al.*, 2017). In addition, research about the relationship between perceived ethical climate and JE is insufficient, particularly in the hospitality field (Karatepe, 2013). Therefore, this research is essential for two reasons: (1) it enhances the understanding of the impact of the EWC by investigating its relationships with organizational JE; (2) it contributes to the existing knowledge base. In addition to this theoretical contribution, this research identifies practical implications for management concerning retention of hotel employees.

High turnover rate is an important issue in the accommodation field (Birdir, 2002; Akgunduz and Sanli, 2017; McGinley *et al.*, 2017). Employee turnover results in considerable costs, results in poor service, and erodes competitiveness (Tracey and Hinkin, 2008). On the other hand, maintaining motivated and satisfied workers who can constantly provide high level of service is as essential to the success of the organization as customer satisfaction (Yavas *et al.*, 2008). With this realization, identifying JE and its antecedents are very important. JE is defined as “the combined forces that keep a person from leaving his or her job” (Yao *et al.*, 2004, p. 159).

The JE construct introduced by Mitchell *et al.* (2001) is composed of on-the-job and off-the-job factors (i.e. organizational and community factors). Only on-the-job embeddedness factors will be investigated in this study since they are more suitable for three main reasons. First, only EWC (an organization factor) is proposed to influence JE in this study, so off-the-job embeddedness is not relevant. Second, the majority of organizations possibly focus their policies and practices on keeping employees within the organization only although human resource practices may also contribute to employees' embeddedness in their community (Vinh, 2010). Third, it is acceptable to examine the two dimensions (on-the-job and off-the-job) of JE separately (Giosan, 2003; Lee *et al.*, 2004; Allen, 2006; Vinh, 2010). The review of the previous research on JE indicates that there are several important issues, such as the antecedents of JE need to be further researched (Vinh, 2010). For instance, very few studies (e.g. Karatepe, 2013) have examined the EWC as one of the antecedents of JE, particularly in the hospitality industry.

Hence, this research investigates EWC as one of the antecedents of JE in the context of five-star hotels in Egypt. The objectives of the study involve: (1) investigating to what extent EWC prevails in the hotels; (2) assessing the degree to which hotel employees are embedded into their jobs; (3) exploring whether demographic factors (e.g. age, gender, educational level, department, and work experience) influence JE; and (4) examining how the five kinds of EWC (i.e. instrumental climate; caring climate; independence climate; rules climate; law and code climate in organizations) impact JE. The study was conducted on the category of five-star hotels where the concepts of EWC and JE are applied, therefore they can be measured.

## **Literature review**

### **Ethical work climate**

Working in an ethical climate is critical as EWC brings out several benefits for customers, employees, and organizations. Firstly, it improves the efficiency and

effectiveness of organization. Secondly, it may influence employees dealing with customers and organization by subordinating their own temporary individual interests to the interests of customers (Lind and Tyler, 1988; Babin *et al.*, 2000). Finally, ethical climate helps organization's employees, when they make an ethical decision, to know what they should do as well as ethical climate also assists them in identifying how they shall do it (Cullen *et al.*, 1989).

EWC is considered an indicator of the ethical behavior of employees in organizations. It is the general perceptions of typical organizational practices and procedures that define what is considered right or wrong within the organization (Victor and Cullen, 1988). EWC is created by initial managers and leaders and adapted by later members, particularly by the management or leaders who determine its rules and policies (Dickson *et al.*, 2001). The EWC has been suggested as a vital component of a worker's psychological work climate (Babin *et al.*, 2000). It refers to how ethical issues should be dealt within the organization (Peterson, 2002). The EWC is associated with the behavior of employees, such as organizational commitment (Weeks *et al.*, 2004), burnout (Mulki *et al.*, 2006), intention to leave (Schwepker, 2001), and job satisfaction (Jaramillo *et al.*, 2006).

### **Types of ethical work climate**

There are five kinds of EWC in organizations: Instrumental climate (i.e. strong reliance on raising self-interest), caring climate (which is linked to empathy for others stemmed from individual and organization), independence climate (which is related to moral and ethical beliefs of individual, indicating that individuals should take action based on deeply held personal moral belief principles, when they make ethical decisions.), rules climate (i.e. being devoted to accepted procedures and policies in organizations), and law and code climate, i.e. adherence to accepted codes of conduct and rules regulated by professional associations and larger societal systems (Victor and Cullen, 1988).

### **Job embeddedness**

JE is considered an important approach to recognizing employee turnover and performance. It is regarded as a widespread set of psychological, social, and financial factors that encourage an employee to remain with an organization and improve their performance (Harris *et al.*, 2011; Dawley and Andrews, 2012; Murphy *et al.*, 2013; Karatepe and Shahriari, 2014).

### **Job embeddedness dimensions**

JE has three main aspects, i.e. fit, link, and sacrifice. Each aspect is then classified into organization and community elements based on whether the impacts take place on-the-job, or off-the job. These aspects collectively affect performance and the employee decision to leave the organization (Mitchell *et al.*, 2001; Lee *et al.*, 2004; Crossley *et al.*, 2011; Murphy *et al.*, 2013; Karatepe and Shahriari, 2014).

### **Links**

Links refers to social, financial, and psychological connections with other people or groups or activities within the organization or community. Links may be formal or informal connections. The first one includes work team members and colleagues. In contrast, the second one involves family and friends. When the employee increases his connection with the organization and the community, he will be more embedded to the organization and community (Mitchell *et al.*, 2001; Holtom and O'Neill, 2004;

Lee *et al.*, 2004; Holtom *et al.*, 2006; Murphy *et al.*, 2013).

### **Fit**

Fit refers to an individual's perception of compatibility or comfort with an organization (Mitchell *et al.*, 2001; Lee *et al.*, 2004). It happens when employee's personal values, career aspirations and goals, background, and aptitudes are consistent with the organizational culture, the prerequisite of the job, and environment (Mitchell *et al.*, 2001). The environment involves religious beliefs, amenities, general culture, and recreation activities. When the fit augments, the employee becomes more attached to the organization and community (Ng and Feldman, 2010; Murphy *et al.*, 2013).

### **Sacrifice**

Sacrifice implies the tangible resources or perceived psychological and social cost that may be lost by quitting a job. Sacrifice could be divided into organization and community sacrifice. The first one includes leaving coworkers, motivating projects, job stability, and career advancement. The second one encompasses giving up a safe community (Murphy *et al.*, 2013).

### **Benefits of job embeddedness**

Employees' JE brings about numerous benefits, such as an increase in customer satisfaction as well as a decrease in staff turnover intention (Tanova and Holtom, 2008; Burton, 2014; Afsar and Badir, 2016). Several researchers (e.g. Crossley *et al.*, 2007; Clinton *et al.*, 2012) found that JE plays a vital role in satisfying employees and improving their performance. JE is considered a better indicator of behavioral outcomes than organizational commitment (Holtom and Inderrieden, 2006).

In addition, both organizations and employees benefit greatly from JE. Individuals who are more embedded work harder, carry out their jobs better, and reduce absenteeism. In addition, they have positive organizational behaviors and higher adaptive performance, which means modifying behaviors to the requirements of the environment (Stokes *et al.*, 2010; Upchurch, 2013; Widiyanto and Abdullah, 2013).

Moreover, JE achieves other advantages for organizations, such as a reduction in employee deviance behaviors (e.g. volitional absences) as well as a decrease in counterproductive behaviors at work even when confronted with organizational shocks (Holtom *et al.*, 2008). JE also lessens the voluntary turnover which is a substantial cost to organizations (Lee *et al.*, 2004). In addition, it may prevent breaking the rules and harmful anti-social work behaviors (Thau *et al.*, 2007).

Conversely, there may also be disadvantages related to employee JE. To be specific, feeling stuck may bring about reactance against the source of external control. According to reactance theory (Brehm, 1966), employees going through the feeling of being controlled by other employees or by circumstances (e.g. incapability of moving job skills to a new job) participate more in a reactionary behavior (Lawrence and Robinson, 2007).

JE has also been found to predict intention to leave the job, and in some cases, actual turnover (Mitchell *et al.*, 2001; Crossley *et al.*, 2007; Halbesleben and Anthony, 2008). Furthermore, it was found to be more important than organizational commitment and job satisfaction as a predictor of organizational outcomes, including employees' retention and performance (Holtom *et al.*, 2008). On-the-job embeddedness was also found to be a significant predictor of organizational citizenship (Lee *et al.*, 2004). Low levels of JE were found to be contagious,

spreading from workers to their fellow workers (Hekman *et al.*, 2009).

### **Antecedents of job embeddedness**

Identifying the JE antecedents may help to take the decision of employees' selection. If a measurable factor, such as age, is associated with JE, subsequently that factor could be utilized in the selection process. JE is influenced by two different types of factors influencing JE, namely individual factors and organizational factors.

Firstly, the individual factors correlate, in one form or another, to the organization workers. Such factors could be, for example, personality traits; employees' perceptions about their skills or about the characteristics of their work environment; and employees' demographics. Secondly, the organizational factors relate, in one way or another, to the modes in which an organization deals with its employees. Such factors could be, for example, work-family balance programs, socialization, employees' training, human resources policies, etc. (Giosan, 2003).

Among the organizational variables, supervisor support is found to be positively and significantly related to the fit-organization and sacrifice-organization dimensions of JE (Giosan, 2003). In addition, human resource practices (e.g. organizational rewards, growth opportunities, training, and organizational justice) were found to affect JE and employees' decision to quit the organization (Allen *et al.*, 2003; Vinh, 2010). Moreover, organizational socialization was positively related to the on-the-job embeddedness of newcomers (Allen, 2006). Additionally, among the demographic variables, age was found to be positively related to links-organization and links-community dimensions of JE (Giosan, 2003; Vinh, 2010) as well as gender may be an important contributor to JE (Besich, 2005). Experience was also found to be significantly related to JE (Mallol *et al.*, 2007; Giosan, 2003). Therefore, the following hypotheses are proposed:

H1: Age is significantly related to employees' JE.

H2: Gender is significantly related to employees' JE.

H3: Educational level is significantly related to employees' JE.

H4: Department is significantly related to employees' JE.

H5: Experience is significantly related to employees' JE.

### **Ethical work climate and job embeddedness**

Employees' attitudes and behaviors in the workplace are influenced by the cues obtained from the work environment (Salancik and Pfeffer, 1978). JE is a common response toward a positive work environment. It can be construed that EWC should have a positive influence on JE. Moreover, according to JE theory, workers are more embedded in their jobs when their personal ethical values, future career goals, and plans correspond to those of the organizations (Ambrose *et al.*, 2008; Karatepe, 2013). Following Cullen *et al.* (2003) and Lau *et al.* (2017), it is expected that perceived ethical climate leads to positive employee embeddedness. Employees perceiving that organizational policies, procedures, and practices are established according to appropriate business ethics are more likely to remain in the organization. In such an ethical work environment, workers are likely to have a number of links with colleagues and supervisors. In addition, they observe that there is fairness in the distribution of job and organizational rewards (Karatepe, 2013). Therefore, the following hypotheses are proposed:

H6: EWC is positively related to employees' JE.

H7: Caring climate is positively related to employees' JE.

H8: Independence climate is positively related to employees' JE.

H9: Law and code climate is positively related to employees' JE.

H10: Rules climate is positively related to employees' JE.

### **Methodology**

Based on the literature review, this study assesses two types of variables: (1) two independent variables (i.e. EWC which includes five dimensions and demographics); (2) one dependent variable (i.e. JE). In addition, the research examines the effect of EWC as well as demographics on JE.

### **Measurement and instrument**

The questionnaire was composed of three main sections: demographic characteristics, EWC, and organizational JE. The demographic section consisted of five items. The EWC section consisted of four parts: caring (3 items), independence (3 items), law and code (2 items), and rules (2 items) (Victor and Cullen, 1988). Concerning the organizational JE section, there are three parts: fit-organization (9 items), link-organization (6 items), and sacrifice-organization (10 items) (Mitchell *et al.*, 2001). The respondents were asked to respond to a five-point Likert scale in the two sections of the survey (1 = very low and 5 = very high).

### **Population and sample**

The population of interest for this research was employees in the five-star hotels in Sharm ElShiekh in Egypt. According to the Egyptian Hotel Guide (2016), the whole number of five-star hotels in Sharm ElShiekh was forty. However, only 14 hotels (35%) were allowed to be accessed. These hotels accepted to distribute the questionnaire forms among their employees.

To identify the number of employees in the 14 hotels, a visit to the Department of Human Resources in these hotels has been made in 7-2017. According to this visit, it was found that there were about 8200 employees working in these hotels and that the whole number of employees in each hotel is almost equal. Therefore, the sample size of customers is computed according to formula described by (Freund and Wilson, 1997) as follows:  $n^0 = N/1+n/N$ , where  $n$  is the required sample size;  $N$  is the population size.

Through above equation, it was possible to distribute the questionnaire forms to 700 employees. The questionnaire forms were equally distributed to these hotels (50 per hotel). From the 700 questionnaire forms that were distributed, 385 valid questionnaires were received, representing a response rate of 55 %. The questionnaire forms were distributed and collected by hand to the investigated sample of employees during period from 7-2017 to 9-2017

### **Reliability and validity**

In this study, questionnaire was pretested in terms of content, measurement, wording and layout through discussion with 3 professors majoring in human resources as well as 4 human resources managers in 4 five-star hotels in Cairo. Comments and suggestions obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire.

This study utilizes the coefficient of Cronbach's alpha to compute the reliability. Values exceeding 0.70 indicate high credibility (Nunnally and Bernstein, 1994). The study tests indicate high internal consistency (coefficient > 0.7). It can be accepted to consider the instrument reliable.

## Data analysis

The Statistical Package for Social Sciences (SPSS) for Windows v.16.0 was used to analyze the data. Descriptive statistics were employed to identify the employees' perceptions of EWC and JE in the investigated hotels. In addition, Mann-Whitney and Kruskal-Wallis tests were used at a significance level of 5% to examine the differences among respondents' demographics (gender, age, educational level, department, and experience) with regard to the other variables (i.e. EWC and JE). Pearson correlation coefficient was used at a significance level of 5% to find the relationship between the dimensions of EWC and JE. In addition, regression analysis was also used in this study to explore the impact of the five EWC dimensions on JE.

## Results and discussion

### Demographic profile of respondents

Demographics section involved gender, age, educational level, department, and experience. Among the 385 hotel employees, 71.5% of hotel employees were male and 28.5% were female. About 55% of hotel employees were aged from 18 to 35 years, while approximately 33% of them were aged from 36 to 55 years, and 12% of them were aged more than 55 years. Also, most of hotel employees (90%) were university graduates, 9.5% of them were high school graduates, and 0.5% of them were post graduates. Regarding job department, 31.5% of hotel employees were in the housekeeping department, 50.5% of them were in the food and beverage department, and finally 18% of them were in the front office department. Also, hotel employees represent different experiences: 58% (1-5 years); 37% (5-10 years); and 5% (more than 10 years).

In investigating the variance among the employees' demographics regarding JE and EWC, it was found that all demographic elements significantly related to EWC dimensions and JE dimensions as shown in table (1). The hypotheses 1, 2, 3, 4, and 5 predicted that age, gender, educational level, department, and experience would have a positive effect on JE. Hence, these five hypotheses were supported.

As can be seen, table (1) indicated that male employees (m=98) were more embedded in their jobs than female employees (m=67). In addition, it was found that university (m=80) and high school employees (m=77) were more embedded than post graduate employees (m=33). Regarding department, it was found that front office employees (m=97) were the most embedded in their jobs. Moreover, younger and less experienced employees were more embedded than others in their hotels.

Table 1: Comparing means of JE and EWC regarding demographics

Demographics elements			Job embeddedness		Ethical work climate	
			Mean rank	Sig.	Mean rank	Sig.
Gender	Male	71.5%	98	.000	88	.000
	Female	28.5%	67		88	
Age	18-35 years	55%	95	.000	98	.000
	36-55 years	33%	87		88	
	More than 55 years	12%	91		76	
Educational level	University	90%	80	.000	70	.000
	High school	9.5%	77		62	
	Post graduate	0.5%	33		31	
	Housekeeping	31.5%	82	.000	81	.000

Department	Food and beverage	50.5%	84		81	
	Front office	18%	97		93	
Experience	1-5 years	58%	83	.000	73	.000
	5-10 years	37%	64		50	
	More than 10 years	5%	55		45	

\*\*Correlation is significant at the 0.05 level (2-tailed).

With regards to gender, the results in table (1) are in agreement with those of Besich (2005) study which revealed that JE was positively correlated with gender. On the other hand, the results disagree with the study of Vinh (2010) who found that JE is negatively correlated with gender. As regards to experience and age, the results are consistent with those of previous studies (e.g. Mallol *et al.*, 2007; Giosan, 2003) which indicated that experience and age were positively correlated with JE. On contrary, Vinh (2010) found that JE is negatively correlated with these two variables.

### **A descriptive analysis of perceived ethical climate and job embeddedness dimensions**

This analysis comprises two parts to assess employees' perceptions regarding the dimensions of JE and EWC in hotels. SPSS for Windows version 16 was used to descriptively analyze the two scales of JE (25 items, five-factor solution) and EWC (10 items, five-factor solution). The 35 items were analyzed by their means, standard deviations (Table 2).

As shown in table 2, the mean score of the overall JE was 3.5. Separately, JE dimensions (i.e. fit-organization; link-organization; sacrifice-organization) had general means of 3.5, 3.4, and 3.5, respectively. Also, the results clarified that the mean score of the overall EWC was 3.4. Individually, EWC dimensions (i.e. caring, independence, law and code, and rules) had general means of 3.5, 3.3, 3.5, and 3.5, respectively. These findings highlighted that all mean scores of the four dimensions of EWC were below 4, indicating that hotel employees were not satisfied well with EWC prevailing in their hotels, particularly the independence climate. Furthermore, the mean scores of JE dimensions indicated that hotel employees were not embedded well into their jobs.

### **Employees' perceptions regarding JE dimensions**

This section included the analysis of three dimensions of JE (i.e. fit-organization; link-organization; sacrifice-organization. From the results in table (2), it could be noticed that fit-organization dimensions (FO1, FO2, and FO3) achieved the highest mean scores of 3.9, 3.8, and 3.8, respectively, while FO4, FO5, FO6, FO7, FO8, and FO9 have reported 3.7, 3.6, 3.5, 3.4, 3.4, and 3.3, respectively. These findings showed that the lowest three fit-organization items with mean scores below 4 were: FO7 (compatibility of employees values with the organization's values); FO8 (the employees' match for the company); and FO9 (the similarity between employees and their co-workers). This indicates that these three areas were found to be slightly acceptable by hotel employees and they require more attention from hotel management.

In addition, the results in table (2) clearly stated that the dimensions of link-organization (LO1, LO2, and LO3) had the highest means of 3.8, 3.7, and 3.6, respectively, while LO4, LO5, and LO6 have reported 3.3, 2.9, and 2.9, respectively. These findings showed that the lowest two link-organization items with mean scores below 3 were: LO5 (working in the hospitality industry for a long time); and LO6



(working in the hotel for a long time). This means that these two areas were not accepted by the employees and they specially necessitate more concentration from hotel management.

Moreover, from data in table 2, it can be seen that sacrifice-organization dimensions (SO1, SO2, SO3, SO4, SO5, SO6, SO7, SO8, SO9, and SO10) recorded means of 4, 3.8, 3.6, 3.5, 3.5, 3.5, 3.4, 3.3, 3.3, and 3.1, respectively. These findings showed that the lowest four sacrifice-organization items with mean scores below 4 were: SO7 (The benefits.); SO8 (feeling respect from people at work); SO9 (promotional opportunities); SO10 (the health care benefits). This indicates that the employees were slightly satisfied with these four areas and they particularly need to be improved by hotel management.

### **Employees' perceptions of EWC dimensions**

This section included the analysis of the four dimensions of JE (i.e. caring climate; independence climate; law and code climate; rules climate). Table 2 shows that caring climate items (C1; C2; C3,) recorded means of 3.7, 3.5, and 3.2, respectively. These findings showed that C3 (What is best for everyone in the workplace is the major consideration here) achieved the lowest score. This indicates that this area was slightly acceptable to the employees, so it needs more attention from hotel management.

In addition, the results indicated that independence climate items I1 (people are guided by personal ethics); I2 (employees follow their own personal and moral beliefs); and I3 (employees decide for themselves what is right and wrong) recorded means of 3.4, 3.3, and 3.2, respectively. These findings showed that all independence climate items had low mean scores. This means that the independence climate did not prevail well in the hotels from the standpoint of the employees, therefore it needs a lot of concentration from hotel management.

Furthermore, the results showed that law and code climate items (LC1: complying with the law and standards above other considerations.); (LC2: the law or ethical code of their profession is the major consideration) recorded means of 3.7, and 3.3, respectively. This indicates that the employees did not consider the ethical code of hospitality. Therefore, hotel management should pay more attention to this area.

Table 2: A descriptive analysis of EWC and JE items

Items	Mean	Std. Deviation
Job embeddedness	3.5	.75
Fit-organization	3.6	.73
FO <sub>1</sub> : I can reach my professional goals working for this organization.	3.9	.84
FO <sub>2</sub> : I like the members of my work group.	3.8	.45
FO <sub>3</sub> : I feel good about my professional growth and development.	3.8	.91
FO <sub>4</sub> : My job utilizes my skills and talents well.	3.7	.74
FO <sub>5</sub> : I like the responsibility and authority I have at this company.	3.6	.68
FO <sub>6</sub> : I fit with the company's culture.	3.5	.67
FO <sub>7</sub> : My values are compatible with the organization's values.	3.4	.57
FO <sub>8</sub> : I feel like I am a good match for this company.	3.4	.87
FO <sub>9</sub> : My coworkers are similar to me.	3.3	.81
Link-organization	3.4	.77
LO <sub>1</sub> : I am a member of an effective work group.	3.8	.34

LO <sub>2</sub> : I have been working in this position for a long time.	3.7	.90
LO <sub>3</sub> : On the job, I interact frequently with my work group members.	3.6	.55
LO <sub>4</sub> : I work closely with my co-workers.	3.3	.99
LO <sub>5</sub> : I have been working in the hospitality industry for a long time.	2.9	.88
LO <sub>6</sub> : I have been working in this hotel for a long time.	2.9	.98
Sacrifice-organization	3.5	.77
SO <sub>1</sub> : I have a lot of freedom on this job to decide how to pursue my goals.	4.0	.94
SO <sub>2</sub> : The prospects for continuing employment with this company are excellent.	3.8	.77
SO <sub>3</sub> : I would sacrifice a lot if I left this job.	3.6	.63
SO <sub>4</sub> : The perks on this job are outstanding.	3.5	.79
SO <sub>5</sub> : I am well compensated for my level of performance.	3.5	.50
SO <sub>6</sub> : The retirement benefits provided by this organization are excellent.	3.5	.99
SO <sub>7</sub> : The benefits are good on this job.	3.4	.80
SO <sub>8</sub> : I feel that people at work respect me a great deal.	3.3	.96
SO <sub>9</sub> : My promotional opportunities are excellent here.	3.3	.42
SO <sub>10</sub> : The health care benefits provided by this organization are excellent.	3.1	.90
Ethical work climate	3.4	.69
Caring	3.5	.86
C <sub>1</sub> : The most important concern is the good of all the people in the workplace as a whole.	3.7	.77
C <sub>2</sub> : Our major concern is always what is best for other person.	3.5	.93
C <sub>3</sub> : What is best for everyone in the workplace is the major consideration here.	3.2	.89
Independence	3.3	.73
I <sub>1</sub> : In this hotel, people are guided by their own personal ethics.	3.4	.55
I <sub>2</sub> : In this hotel, people are expected to follow their own personal and moral beliefs.	3.3	.66
I <sub>3</sub> : Each person in the workplace decides for themselves what is right and wrong.	3.2	.99
Law and code	3.5	.27
LC <sub>1</sub> : People are expected to comply with the law and standards above other considerations.	3.7	.87
LC <sub>2</sub> : In this hotel, the law or ethical code of their profession is the major consideration.	3.3	.44
Rules	3.5	.90
RU <sub>1</sub> : Successful people in this workplace go by the book.	3.5	.90
RU <sub>2</sub> : People in this workplace strictly obey the workplace policies.	3.4	.90

Finally, table 2 shows that rules climate items (RU1: Successful people in this workplace go by the book) and (RU2: People in this workplace strictly obey the workplace policies) had means of 3.5, and 3.4, respectively. This indicates that the employees did not strictly obey company policies. Therefore, hotel management should pay more attention to this area.

**Relationship among the dimensions of perceived ethical work climate and job embeddedness**

To indicate the relationship between EWC dimensions as independent variables and JE as a dependent variable, a correlation was measured. The results obviously exposed that, there were significant relationships among all these variables. The findings of table (3) showed that there was a positive relationship between EWC and JE ( $r= 0.849$ , Sig.  $< 0.000$ ) which means that if EWC increases, JE increases. Furthermore, it was clearly noticed that the two dimensions of EWC (law and code; caring) achieved the highest scores of correlation with JE ( $r= 0.828$ , Sig.  $< 0.000$ ) and ( $r= 0.764$ , Sig.  $< 0.000$ ), respectively, whereas the other two dimensions of EWC (rules and independence) got the lowest scores ( $r= 0.758$ , Sig.  $< 0.000$ ) and ( $r= 0.575$ , Sig.  $< 0.000$ ), respectively.

**Regression results of ethical work climate dimensions with job embeddedness dimensions**

A regression analysis was showed to determine which EWC dimensions (caring; independence; law and code; rules) affect JE dimensions (see table 4). When assessing the degree of influence for each dimension of EWC on JE based on the previously mentioned correlation results. Overall EWC was found to significantly influence JE (R-square=.721, P-value=.000). As well, all four aspects of EWC [(rules) R-square=.686, P-value=.000; (caring) R-square=.584, P-value=.000; (law and code) R-square=.575, P-value=.000; (independence) R-square=.330, P-value=.000] were found to significantly affect JE, respectively. In addition, the regression results clearly indicated that rules climate had the highest impact on JE dimensions, whereas independence climate had the lowest impact on JE dimensions.

Table 3: Correlations between job embeddedness and ethical work climate

		ethical work climate	Job embeddedness
Ethical work climate	Pearson correlation Sig. (2-tailed) N	1  385	.849 .000 385
Job embeddedness	Pearson correlation Sig. (2-tailed) N	.849 .000 385	1  385
		Caring	Job embeddedness
Caring	Pearson correlation Sig. (2-tailed) N	1  385	.764 .000 385
Job embeddedness	Pearson correlation Sig. (2-tailed) N	.764 .000 385	.1  385
		Independence	Job embeddedness
Independence	Pearson correlation Sig. (2-tailed) N	1  385	.575 .000 385
Job embeddedness	Pearson correlation Sig. (2-tailed) N	.575 .000 385	1  385
		Law and code	Job embeddedness
	Pearson correlation	1	.828

Law and code	Sig. (2-tailed) N	385	.000 385
Job embeddedness	Pearson correlation Sig. (2-tailed) N	.828 .000 385	.1 385
		Rules	Job embeddedness
Rules	Pearson correlation Sig. (2-tailed) N	1 385	.758 .000 385
Job embeddedness	Pearson correlation Sig. (2-tailed) N	.758 .000 385	.1 385

\*\*Correlation is significant at the 0.01 level (2-tailed).

It was expected that overall EWC would have a positive impact on JE. Therefore, hypothesis 6 was supported. These results are supported by Karatepe (2013) who found that perceived ethical climate has a significant positive effect on JE. In addition, it was expected that the four dimensions of EWC (i.e. caring; independence; law and code; rules) would have a positive effect on JE dimensions. Therefore, hypotheses 7, 8, 9, and 10 were supported.

Table 4: Ethical work climate dimensions influencing job embeddedness

Ethical work climate	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square		
Constant	.989*	.159	.721	.000	F: 25.3382
Job embeddedness	.706*	.044		.000	
Caring	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square	.000	F: 20.7018
Constant	1.102**	.178	.584	.000	
Job embeddedness	.715**	.050		.000	
Independence	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square	.000	F: 77.7253
Constant	1.170***	.255	.330	.000	
Job embeddedness	.638***	.071		.000	
Law and code	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square	.000	F: 23.8564
Constant	.696****	.180	.575	.000	
Job embeddedness	.663****	.050		.000	
Rules	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square	.000	F: 17.8876
Constant	.543*****	.349	.686	.000	
Job embeddedness	.651*****	.075		.000	

\*Regression equation can be formed as  $EWC = .989 + .706 JE$

\*\*Regression equation can be formed as  $caring = 1.102 + .715 JE$

\*\*\*Regression equation can be formed as  $independence = 1.170 + .638 JE$

\*\*\*\*Regression equation can be formed as  $law\ and\ code = .696 + .663 JE$

\*\*\*\*\*Regression equation can be formed as  $rules = .543 + .651 JE$

Based on the previously mentioned regression results, a research framework has been developed, which obviously depicts the influence degree of the independent variables (demographics and EWC dimensions) on the dependent variable (JE). As shown in Fig. 1, there are three important interpretations. First, it could be noticed

that all demographics had positive impact on employees' JE. Second, the figure illustrates that the overall EWC as well as its all dimensions positively affect employees' JE. Third, the influence of independence work climate on JE is not strong as compared to the other three dimensions of EWC (R-square = .330). This may be due to the fact that employees' personal ethics and values were not very high because of bad recruitment. Another reason may be that the independence climate did not prevail in hotels.

### **Conclusion and implications**

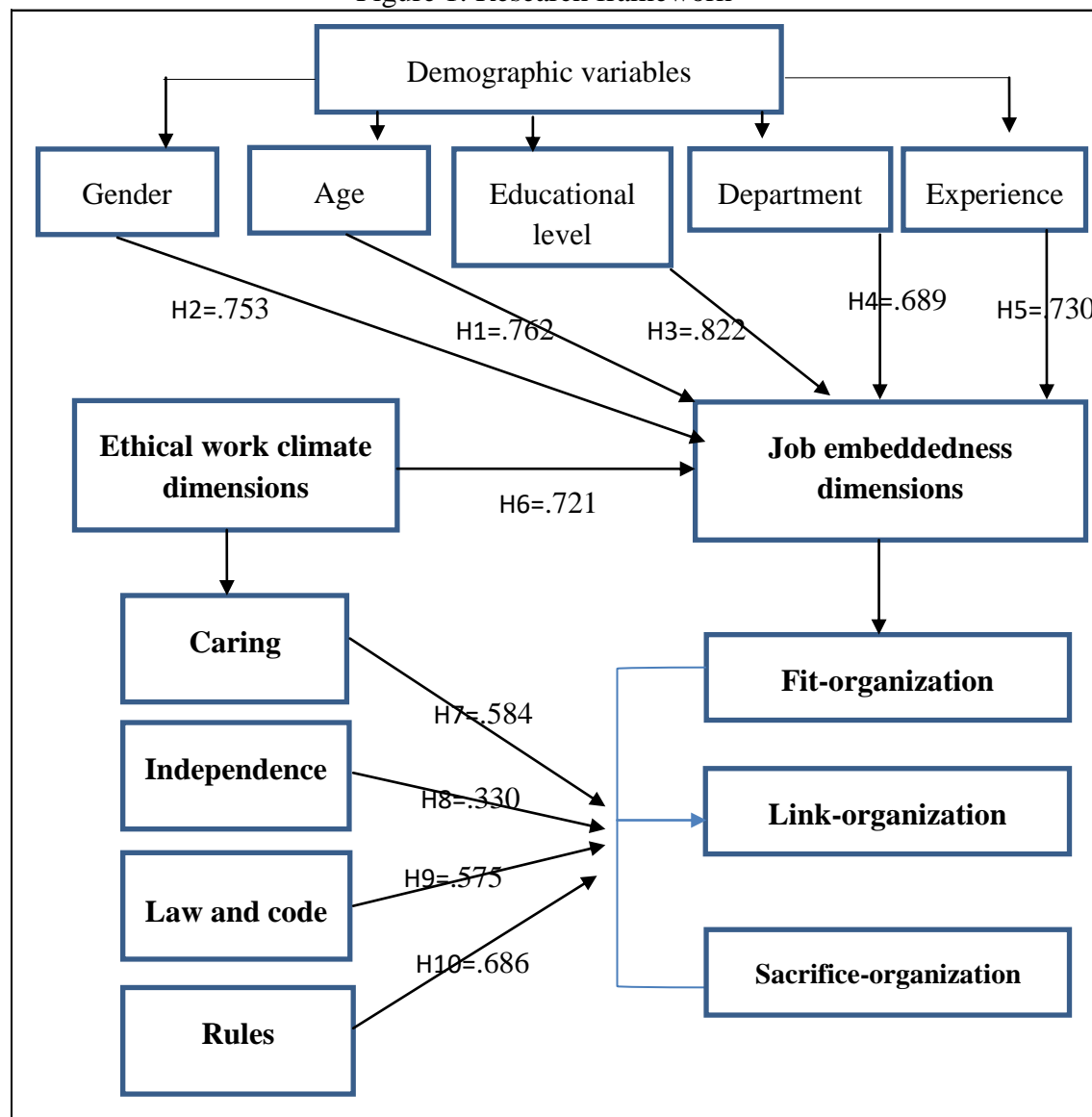
The study aimed at identifying the effect of EWC dimensions and demographics on JE dimensions. The results have certified that there are positive impacts of all dimensions of EWC and all demographic variables on JE. Therefore, these results contributed to understanding the concept of EWC and JE in hotels and consequently contributed to the existing knowledge base. Moreover, this study also extends the research on perceived ethical climate and JE to Egyptian hotels. This extension is necessary for gaining deep perception of EWC and JE. Additionally, this research could be beneficial for hotels in the following:

- (1) Hotel management can increase hotel employees' JE by prevailing a strong ethical climate in hotels. This will be occurring if hotel managers are committed to ethical values and behaviors. This can be achieved when the mission statements of hotels involve the critical role of such values and behaviors. Consequently, it would be possible to induce employees to carry out the ethical principles.
- (2) Managers should enhance the independence EWC, which is related to moral and ethical beliefs of individual, in all hotel departments. This could be achieved by hiring persons whose personal and ethical values appropriately correspond with hotel ethical climate. If managers do that maintaining such persons would be possible. Also, hiring such kind of employees will result in enhancing the JE dimension of fit-organization. Therefore, employees' match for the company and the compatibility of employees' values with the organization's values will be increased.
- (3) Managers should also do their best to improve law and code as well as rules climates in hotels by providing theoretical and practical training to their employees about the benefits of following the ethical code of hospitality industry and obeying company policies.
- (4) Hotel management should take into their consideration gender, age, experience, and educational level when hiring individuals. Employees should be male aged from 18 to 35 years. Employees should also be university or high school graduates, respectively as well as they should have work experience less than 5 years to be more embedded in the organization. Also, top management should pay more attention to the ethical attitudes and behaviors of management team members in the food and beverage as well as housekeeping departments to improve the ethical climate there.
- (5) Hotels can improve the link-organization dimension of JE by enhancing the employees' affective commitment to the hotel and the hospitality field. This could be occurred if the perceived organizational support increases.
- (6) Hotels should pay more attention to the sacrifice-organization dimension of JE through increasing the benefits, the respect among workers, promotional opportunities, and the health care benefits.

### Limitations and avenues for future research

The study has several limitations which also pave the way for further research. First, this study assessed the impact of EWC on employees' JE only and did not include staff turnover as a dependent variable. Future research could investigate the mediating role of job embeddedness in the relationship between perceived ethical climate and staff turnover intention in hospitality organizations. Another limitation of this research is that it investigated the EWC only from employees' viewpoints. Further research could try to assess hotel managers' ethical behaviors in order to clearly understand the impact of EWC on job-related behaviors and outcomes in hotels. As a closing note, the sample of the study included only hotels from one city in Egypt and this may weaken the generalization of the research results. Future studies could extend the research on perceived ethical climate and JE to the other Egyptian cities.

Figure 1: Research framework



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