The Effect of Managers’ Ethical Behavior on Boundary Spanning Role Employees’ Motivation and Job Satisfaction: A Research in Adana

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Extensive Summary

We are defining ethics as the principles, values, and beliefs that define right and wrong decisions and behavior. Many decisions that managers make require them to consider both the process and who’s (mostly employees) affected by the results. Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. There are many definitions of administrative ethics. Normally it is stressed that managerial staff set up ethical standards for managerial decisions, analyze these standards and bear personal and professional responsibility for the decisions made. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations. Whether someone behaves ethically or unethically when faced with an ethical dilemma is influenced by several things: his or her stage of moral development and other moderating variables including individual characteristics, the organization’s structural design, the organization’s culture, and the intensity of the ethical issue.

Unethical behavior is any action that is aimed at taking advantage of another without their knowledge or consent. Most define this as manipulating someone without his/her permission. Unethical actions may be legal or illegal. Managers may exhibit some unethical behaviors, such as, discrimination, negligence, selfishness, corruption, embezzlement, sexual harassment, mobbing and so on. Managerial ethics includes some behavioral principals such as justice and equality, honesty, responsibility, openness and tolerance and so on. Motivation may be defined as the processes that account for an individual’s intensity, direction and persistence of effort toward attaining a goal. Job
satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about their jobs. Managers ethical behaviors may affect employees’ both motivation and job satisfaction. Employees who have a perception of their managers unethical behavior is a candidate for low level of motivation and performance, dissatisfaction, high rate and absenteeism. Counterview, if they believe in their managers ethical behavior which will indirectly and positively affect their perception about organizational justice, going to feel confidence, have high level of motivation and performance, job satisfaction, low level of turnover and absenteeism.

Like manufacturing companies, hotels implement several strategies in order to satisfy consumers’ needs and wants. These strategies play critical roles in the context of unique characteristics of hotel services and interaction between boundary spanning role employee and consumer, when they are examined from the service firms’ perspectives. Having outlined this basic information, managerial ethical behaviors are assumed to depict relationships with frontline employees’ motivation and job satisfaction.

In light of the aforementioned information, this study aims to make boundary spanning role employees assess the managerial ethical behaviors. Therefore, Managerial Ethical Behavior and Job Satisfaction Survey was conducted with 836 frontline employees in four and five star hotels in Adana.

Objective of this study is determining the impact of the frontline employees’ motivation and job satisfaction according to employees’ perception about their managers’ ethical behaviors. Other (secondary) objective of this research is determining the effect of the employees’ motivation on job satisfaction too. This study is modeled as follows and three hypothesis in the context of this model has been established.

H1: Boundary spanning role employees’ perception about managers ethical behaviors affect positively their motivation.

H2: Boundary spanning role employees’ perception about managers ethical behaviors affect positively and increase their job satisfaction.

H3: Boundary spanning role employees’ motivation effects positively their job satisfaction.

This study aims to find out the effect of managers ethical behaviors on motivation and job satisfaction. Because of the possibility to influence of managerial ethical behavior, structural and environmental variables weren’t taken into account.
research was conducted in lodging operations which are limited with four and five star hotels in Adana. The research was conducted by first writer and a team of six people in 2013, between the months of June and August. This study is also limited with the boundary spanning role hotel employees who are providing direct contact with guests. The reliability and validity dimensions of the scale were taken into consideration so as to be capable of obtaining reasonable results and making contribution to the related literature. Cronbach's Alpha coefficient was observed between 0.750-1. Reliability level of the scale was found to be 0.894. Frequency tests and means were employed, and regression analysis was used to investigate the effect of managerial ethical behavior on employees’ motivation and job satisfaction. According to the findings, managerial ethical behavior has positive effects on both employees' motivation and their job satisfaction. And as expected, employees motivation has positive and moderate effect on their job satisfaction in the subject 4 and 5 Star hotel companies.

What constitutes good ethical behavior has never been clearly defined, and in recent years, the line differentiating right from wrong has become even more blurred. Employees see people all around them engaging in unethical practices. Managers have to create an ethically healthy climate for their employees, where they can do their work productively and confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviors.

Ethical principles that are created in this regard will show the moral direction of the organization. The employees who perceive managers’ ethical behavior in the organization will be much higher candidates for motivation and job satisfaction. Through to the managers who support the ethical principles, it could help to minimize the unethical behavior in the hotel business. So ethical training such as seminars, workshops and so forth should be provided by organizations and supported by top managers. Writing and distributing codes of ethics is another way responding to unethical practices in the organizations. Managers who lack a strong moral sense are much less likely to do the wrong things if they’re constrained by rules, policies, job descriptions, or strong cultural norms that disapprove of such behaviors.