



Araştırma Makalesi • Research Article

The Moderating Role of Ethical Leadership In the Relationship Between Person-Organization Fit and Organizational Commitment: A Case Study In Accomodation Establishments*

Kişi Örgüt Uyumu ile Örgütsel Bağlılık Arasındaki İlişkide Etik Liderliğin Düzenleyici Rolü: Konaklama İşletmelerinde Bir Uygulama

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Abstract: Ensuring the organizational commitment of employees in accommodation establishments significantly impacts business performance and efficiency. The concept of person-organization fit, which entails the alignment between the values and goals of employees and the goals of the organization, plays a crucial role in securing organizational commitment. Employees who have achieved person-organization fit are more likely to embrace their organizations, willingly transfer their knowledge and experience, and demonstrate creativity. Furthermore, the presence of fair, honest, and ethical leaders who motivate them within the organization is a key factor in fostering employee loyalty. With this perspective in mind, the aim of this study is to determine the relationship between the organizational commitment levels of employees in accommodation establishments in Izmir and their person-organization fit. Additionally, it seeks to investigate whether ethical leaders play a moderating role in this relationship. This study is believed to fill a gap in the literature as it is the first to incorporate these three variables together within the context of accommodation establishments. Ethics committee permission for the research was received by Izmir Katip Çelebi University Social Research Ethics Committee on the date of 22.05.2020. The research sample comprises employees working in 4 and 5-star hotels in the city center of Izmir, Turkey. A total of 447 questionnaires were collected, and the data were analyzed using the quantitative research method. According to the results of the Structural Equation Model (SEM) analysis, ethical leadership has a significant impact on person-organization fit and organizational commitment. It has been revealed that ethical leadership has an effect on commitment, and person-organization fit also affects organizational commitment. On the other hand, while there was a statistically significant effect among the study variables, it was determined that ethical leadership did not play a moderating role in the relationship between organizational commitment and person-organization fit.

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

* This study is extracted from a doctorate dissertation titled “*A Research on the Moderating Role of Ethical Leadership in Relationship Between Person- Organization Fit and Organizational Commitment in Accomodation Operations*”

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Öz: Konaklama işletmelerinde işgörenlerin örgütsel bağlılıkların sağlanması işletme performansını ve verimliliğini etkilemektedir. Örgütsel bağlılığın sağlanmasında işgörenlerin değer ve hedefleri ile örgütün hedefleri arasındaki uyum olarak bilinen kişi- örgüt uyumu kavramı önemlidir. Çünkü kişi-örgüt uyumunu yakalamış işletmelerde çalışanlar, örgütlerini sahiplenmekte, bilgi ve tecrübelerini işe daha istekli aktarabilmekte ve yaratıcılıklarını ortaya koyabilmektedir. Ayrıca örgütte adil, dürüst, onları motive eden etik liderlerin varlığı da işgörenlerin örgüte bağlılığında önemli bir faktördür. Bu perspektiften hareketle bu çalışmanın amacı İzmir ilindeki konaklama işletmelerinde çalışanların örgütsel bağlılık dereceleri ile kişi örgüt uyumları arasındaki ilişkiyi belirlemektir. Ayrıca bu ilişkide etik liderlerin düzenleyici rolünün olup olmadığını ortaya koymaktır. Bu çalışmanın konaklama işletmeleri ekseninde bu üç değişkenin bir arada kullanıldığı ilk çalışma olması nedeniyle literatürdeki bu boşluğu dolduracağı düşünülmektedir. Araştırma için etik kurul izni İzmir Katip Çelebi Üniversitesi Sosyal Araştırmalar Etik Kurulu tarafından 22.05.2020 tarihinde alınmıştır. Araştırmanın örneklemini Türkiye’de İzmir şehir merkezinde 4 ve 5 yıldızlı otellerde çalışanlar oluşturmaktadır. Çalışmada 447 adet soru formu elde edilmiş ve nicel araştırma yöntemi ile veriler analiz edilmiştir. Yapısal eşitlik modeli (YEM) analizin sonuçlarına göre etik liderliğin kişi örgüt uyumu ve örgütsel bağlılık üzerinde etkisinin olduğu, kişi örgüt uyumunun da örgütsel bağlılığı etkilediği ortaya çıkmıştır. Buna karşılık çalışmanın değişkenleri arasında istatistiksel olarak önemli bir etki olmasına rağmen, etik liderliğin örgütsel bağlılık ve kişi örgüt uyumu ilişkisinde düzenleyici bir rolünün olmadığı belirlenmiştir.

Anahtar Kelimeler: Örgütsel Bağlılık, Kişi- Örgüt Uyumu, Etik Liderlik, Konaklama İşletmeleri.

Introduction

In the contemporary business world, competitive conditions are developing rapidly. In such an environment, organizations are adopting a modern management approach (Özer, 2020:1). “Human” is considered an indispensable production factor in accommodation establishments in the tourism industry, that is a labor-intensive industry. Employees are very important in accommodation establishments in the matters such as competition, customer satisfaction and increasing quality of service. Because of this reason, ensuring the continuity of qualified employees and increasing commitment to the organization is a management problem that is greatly emphasized by organizations over the years. The method used to address this crucial management issue is organizational commitment and the factors influencing it (Esmer,2011).

Organizational commitment is a crucial factor that diminishes employee turnover and exerts a positive influence on employee performance (Bayram, 2005: 125; Çolakoğlu et al., 2009: 77). Connecting with the organization is not a facile task for employees, necessitating the presence of leaders within the organization (Özer, 2020: 1). Leaders are individuals endowed with the power and competence to influence and guide people both in society and in business. Thanks to leaders, employee morale, motivation, efficiency, and performance experience an upswing. In fact, ethical leadership plays a pivotal role in fostering an ethical culture within the business (Dedeoğlu et al., 2016: 48).

Organizational commitment (OC) involves a person's identification with the organization and the alignment of their identity with that of the organization (Saldamlı, 2009). In other words, person-organization fit refers to the relationship between an individual's values, conformity, norms, and expectations and their organization (Polatçı & Cindiloğlu, 2013: 300). The literature emphasizes that organizations with employees who exhibit a high degree of person-organization fit tend to have elevated levels of organizational commitment (Bright, 2007; Chatman, 1989; Kılıç, 2010; Kristof, 1996; O’Reilly & Chatman, 1986). Consequently, employees are more effective in organizations that align with their personality traits, representing a fundamental key to fostering a workforce that is both flexible and possesses the high organizational commitment required in the labor market (Bayramlık et al., 2015: 4). Regarding person-organization fit, the phenomenon of ethical climate in organizations stands out as a crucial issue (Seçilmiş & Ceylanlar, 2019: 40). The primary influence in shaping the ethical climate is the manifestation of the leader's attitudes and behaviors within the organization. The ethical disposition of leaders, their dedication to ethical values, and the ethical practices they undertake contribute to the establishment and reinforcement of an ethical framework. In other words, ethical leaders play a significant role in influencing fit, coordination, confidence in the organization and its leadership, organizational commitment, job satisfaction, and employee performance (Günel et al., 2016: 256).

One of the objectives of this study is to assess the levels of organizational commitment, ethical leadership, and person-organization fit among employees in accommodation businesses within the tourism sector. Furthermore, the study aims to explore the potential relationships between these three variables and investigate whether ethical leadership plays a moderating role in such relationships. The novelty of this research lies in the simultaneous examination of these three variables within the context of accommodation establishments. The findings, although limited, are anticipated to be valuable in offering insights and recommendations to industry practitioners and researchers.

This study comprises three chapters. The first chapter provides a comprehensive literature review on the subject under investigation, incorporating studies that delve into the relationships between various concepts and variables. In the second chapter, the methodology and findings of the research are presented. The final chapter addresses limitations, draws conclusions, and provides recommendations for both researchers and practitioners.

Literature Review

Organizational Commitment and Relationship Between Ethical Leadership and Person – Organization Fit and Related Studies

The concept of 'organization' constitutes one of the two components of organizational commitment. 'Organization' refers to the coordinated relations of the personnel who come together in an operation to achieve specific goals. On the other hand, 'commitment,' the other component, is defined as loyalty or the act of being loyal. In essence, it entails feeling obliged or taking action in emotional terms (Acar, 2019:19; Doğan, 2013: 65-66). Consequently, organizational commitment is characterized as the emotional attachment of personnel to their organizations and the genuine acceptance of the organizational culture and values.

According to Allen and Meyer (1996:252), organizational commitment (OC) is the psychological commitment of personnel to the organization and is characterized by three dimensions. These dimensions include the affective commitment, which is an individual's emotional attachment to the organization they work for; continuance commitment, which involves avoiding costs that would be incurred if the individual were to leave the organization; and normative commitment, which views staying committed as a moral imperative (Günlük, 2010:13). Over time, personnel tend to remain in their organizations based on the interplay of these dimensions of affective, continuance, and normative commitment.

Based on these definitions, organizational commitment can be understood as a state of integration, association, and belonging that individuals share with the organization. It involves personnel identifying with the organization's purpose, values, and culture. Moreover, individuals with a high level of commitment to the organization may express a voluntary desire to stay, actively adopting the organization's values and purposes. Consequently, organizational commitment emerges as a crucial topic, particularly for establishments in the service sector and their personnel.

On the other hand, organizational commitment (OC) yields positive outcomes in various aspects, including the sustainability of organizational productivity, client and personnel satisfaction, and service quality. Numerous studies have attempted to identify the processes and outputs associated with organizational commitment (Akar & Yıldırım, 2008; Kotze & Nel, 2020; Labrogue et. al., 2018; Muzakki et. al, 2019). In these research studies, it has been observed that organizational commitment (OC) exhibits a negative correlation with variables such as organizational cynicism (Altınöz et al., 2011; Mousa, 2017; Nafei & Kaifi, 2013; Yasin & Khalid, 2015; Yücel & Çetinkaya, 2015), cessation of employment (Tett & Meyer, 1993), intention to cease employment (Han et al., 2010; Huang & Lawler, 2007; Tett & Meyer, 1993), and job stress (Porter et al., 1974). On the other hand, OC shows a positive correlation with variables such as engagement with job stress (Han et al., 2010; Kotze & Nel, 2020), job satisfaction (Eliyana & Ma'arif, 2019; Liu & Werblow, 2019), and career development (Chow, 1994; Engiz, 2009). In the present research, the relationship between organizational commitment, person-

organization fit, and ethical leadership is examined. Some studies in the literature exploring the relationship between organizational commitment and these two variables are provided below.

The relationship between person-organization fit (P-O fit) and organizational commitment (OC) has also been investigated in connection with variables such as job satisfaction, intention to cease employment (Ambrose et al., 2008; Mitchell et al., 2006; Piasentin & Chapman, 2007; Verquer et al., 2003), leader behaviors (Li, 2006), and employee turnover ratio (Hampton-Farmer, 2007).

Ulutaş (2010) suggested in his doctoral thesis that, based on the results of a survey applied to 367 employees from twenty different establishments operating at Dalaman International Airport, person-organization fit has an impact on organizational commitment. In a study conducted in Taiwan, Silverthorne (2004) noted that a high level of person-organization fit would lead to higher job satisfaction, increased organizational commitment, and a lower employee turnover rate. Boxx et al. (1991) found in their study that a high level of person-organization fit is associated with increased organizational commitment. Verquer et al. (2003) conducted a meta-analysis, combining various research results on the relationships between person-organization fit and job satisfaction, organizational commitment, and intention to cease employment. They concluded that organizational commitment is more significant than job satisfaction and intention to cease employment in calculating the moderating effect of fit types (Çetinkaya, 2016).

It was concluded, based on the analysis results of Özçelik's (2011: 64) 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. However, a statistically significant relationship was found with their normative commitment.

Cook and Wall (1980) interpreted organizational commitment as an individual's attitude toward the goals and values of the organization. In this context, they conducted two studies on individuals working full time in a manufacturing factory, with all participants being men. In their research involving 390 blue-collar workers in "Study 1" and 260 blue-collar workers in "Study 2," they emphasized that organizational commitment would increase with the alignment of individual values to organizational values. Based on the findings from these studies in the literature, **H1** was formulated.

H1: *Person-organization fit of hotel employees has a statistically significant and positive effect on their organizational commitment.*

Ethical Leadership and Relationship Between Organizational Commitment and Person Organization Fit

The concept of ethics has been the subject of frequent study in recent years. However, due to its complex nature, a comprehensive definition of the concept remains elusive. Derived from the Greek words "Ethikos" or "Ethos," the concept of ethics is often equated with "morality" in everyday language. In the dictionary of the Turkish Language Society, it is defined as "traditions science" or "moral science" (Özçelik, 2011:3). In the article on moral science in the same dictionary, it is described as a science that develops a moral behavioral code, examining issues such as benefit, good and bad, what is worth fighting for, what gives life meaning, and determining which behaviors are considered good or bad (Ateş & Oral, 2003: 57). Ethics, in essence, are the personal criteria that an individual employs to distinguish between right and wrong.

Ethical leaders, responsible for upholding ethical principles and norms to manage the behavior of their employees within the organization, should be recognized as leaders who guide employees, address ethical issues, and are accepted by every member of the organization. The absence of such leaders is particularly felt when confronted with ethical problems (Çıraklı et al., 2014:55). In line with these considerations, below are some definitions of ethical leadership from the literature based on various studies:

-Ethical leadership is a leadership style that exhibits ethical behaviors and integrates visionary behaviors and ethical values with fair, character, and integrity-oriented leadership skills. According to

another definition, it is a type of leadership that efficiently and effectively utilizes human resources to serve organizational goals (Yıldırım, 2010: 40).

-Brown and Trevino (2006: 595-597) and Piccolo et al. (2010: 261) have defined ethical leadership as displaying normatively (morally) appropriate behaviors, encouraging audiences through personal actions and interpersonal relationships, and engaging in two-way communication, empowerment, and decision-making. These authors approached ethical leadership from a different angle, labeling it as a "moral manager" style, emphasizing the proactive efforts of ethical leaders in managing the ethical and unethical behaviors of their audiences.

Research on Ethical Leadership (EL) has identified key characteristics. These include giving importance to the feelings and thoughts of employees, prioritizing the values and ethical standards of the organization, and supporting ethical behavior among employees. Ethical leaders also serve as motivators for the implementation of ethical behaviors; they demonstrate flexibility in adhering to ethical principles and values. They instill a sense of responsibility in employees for adhering to ethical values and drive substantial improvements in the organization's ethical landscape (Yıldırım, 2010: 41).

Employees tend to emulate ethical leaders as they serve as reliable models and display impressive and appropriate behavior. Ethical leaders explain the significance of ethical standards to their subordinates and utilize the performance management system to ensure that their subordinates take responsibility for their behavior (Brown & Trevino, 2006: 606). Thus, ethical leaders ensure that employees perform their jobs correctly and honestly, operating within the framework of ethical values. This approach can significantly influence employee performance. As indicated by various studies, this leadership style holds organizational importance due to its perceived positive outcomes. Ethical leaders exert a positive impact on collective performance, influencing individual behavior. Consequently, ethical leaders establish the essential groundwork for developing productive group norms and behaviors (Walumbwa et al., 2012: 954).

In the accommodation sector, where close communication between employees and customers is crucial, the attitudes and behaviors of employees play a vital role in determining the profitability of establishments (Valdivia et al., 2019: 402). In essence, customer satisfaction hinges on the performance of employees, given factors such as the perpetuation of fundamental values in the accommodation industry through communication between customers and employees (Öğüt & Kaplan, 2011: 191). Therefore, it is imperative for establishments to establish ethical rules and ensure that both managers and employees adhere to these guidelines. Another crucial aspect is the necessity for ethical leaders to foster an ethical climate within the establishment and translate these ethical principles into practice, ensuring their adoption by employees (Çevirgen & Üngüren, 2009: 274-275).

Ethical leaders, being individuals in key positions, are instrumental in strengthening employees psychologically, fostering engagement in their work, promoting independent action, and cultivating a positive self-perception. Positive managerial behaviors, for instance, enhance the skills of employees, facilitating independent decision-making (Valdivia et al., 2019: 403). Moreover, the ethical behavior of owners and managers in accommodation establishments can not only ensure organizational commitment but also positively influence the job satisfaction of employees who exhibit high organizational commitment. The adoption of ethical behaviors by managers and their integration into the employee culture has the potential to mitigate ethical issues such as overtime concerns, job security issues, salary disputes, deceptive practices towards tourists, and unfulfilled promises (Çelik et al., 2015: 59).

In this context, accommodation establishments necessitate ethical leaders characterized by qualities such as honesty, reliability, fairness, attentiveness to employee opinions, the imposition of responsibility, and ethical guidance (Karasu, 2021). Various studies exploring the correlation between ethical leadership and organizational commitment, as well as person-organization fit, are succinctly summarized below.

Studies exploring the relationship between ethical leadership (EL) and organizational commitment (OC) are crucial for elucidating the connection between these two variables. Neubert et al. (2009) conducted a noteworthy study, revealing that a leader's ethical behaviors exert both direct and indirect effects on individuals' job satisfaction and OC. The study further highlighted that ethical leadership plays a pivotal role in binding the relationships between ethical climate, job satisfaction, and OC. Similarly, in a study by Turan (2019: 74), it was established that ethical leadership has a positive impact on organizational commitment. Interestingly, the perception of ethical leadership does not vary based on education level, working hours in the organization, or income level. Hassan et al. (2013:140) emphasize that ethical leadership (EL) has a positive impact on affective commitment. Additionally, Erdoğan (2018: 84) found that ethical leadership positively influences the normative commitment dimension of organizational commitment (OC). Notably, research findings suggest that as employees' seniority increases, their organizational commitment also increases.

-In a study conducted by Özer (2020) involving 232 employees in accommodation enterprises with a 3-star tourism operation certificate in the province of Hatay, it was determined that ethical leadership positively affects affective, continuance, and normative commitment.

-Examining 331 sales employees, Deconinck (2014) found that ethical leadership directly influences salespersons' perception of the alignment of their values with the organization's values, their willingness to engage in extra-role behavior, organizational identification, and turnover intentions. The results highlight that ethical leaders play a positive role in shaping employees' job attitudes and behaviors.

-Values measured in studies by Coldwell (2008), including "taking personal responsibility," "fairness," "tolerance," "a clear guiding philosophy," "being socially responsible," and "having a good reputation," reveal that ethical values impact the attractiveness of potential employers based on ethical considerations in terms of person-organization fit (Coldwell et al., 2008: 616).

-In a study conducted by Khuong & Nhu (2015: 329) involving 300 employees in the tourism industry in Ho Chi Minh City, Vietnam, it was observed that ethical leadership (EL) and adaptive culture indirectly influence organizational commitment through the social connections of employees.

-Examining 205 employees in both private and public hospitals, Kerse (2021) found that ethical leadership not only directly enhances trust in the organization but also does so through person-organization fit. The study further revealed that ethical leadership contributes to increased extra-role service behavior through organizational trust.

Coldwell et al. (2008: 612) conducted research in a university in the Republic of South Africa, finding that the social performance perceptions of black students exceeded their social performance expectations, whereas opposite findings were observed in white students. Additionally, the research highlighted that practices reflecting social responsibility or ethical behavior in organizations positively impact the overall organizational satisfaction of employees. In other words, individuals working in organizations with an ethical climate and ethical management demonstrate a high level of person-organization fit (Akbaş, 2011: 193). Gürkan et al. (2014: 543-556) explored the moderating role of manager support in the impact of person-organization fit (P-O fit) on job satisfaction, involving 326 personnel from 4- and 5-star hotel establishments and 1st class resorts in our country. Their research revealed a significant relationship between P-O fit and manager support (Özdemir et al., 2019: 83-84).

In a study by Valentine et al. (2002: 349) involving 304 young employees, it was found that ethical values exhibit a positive relationship with person-organization fit. These results highlight the need for ethical leaders in addition to organizational management and culture to shape and implement an ethical climate adopted by employees. Organizations achieving person-organization fit are likely to foster positive ethical climate perceptions, with the ethical leader playing a moderating role.

Hassan, Wright, and Yukl (2014: 340) concluded that ethical leadership enhances organizational commitment, and within this context, ethical leadership behaviors were found to significantly reduce employee absenteeism. Besides the authors mentioned, numerous others (Allen and Mayer, 1990;

Brown and Trevino, 2006; Erdoğan, 2018: 83-84; Esmer, 2011: 51; Hassan et al., 2013: 140; Neubert et al., 2009; Turan, 2019: 74) have also reported that ethical leadership positively affects organizational commitment, forming the basis for **H2** and **H3** in the literature.

H2: *The ethical leadership perceptions of hotel employees have a statistically significant and positive effect on organizational commitment.*

H3: *Ethical leadership have statistically significant and positive effect on person-organization fit.*

Person- Organization Fit and Studies on It

Researching the relationship between organizational commitment (OC) and ethical leadership (EL) behaviors necessitates the consideration of the phenomenon of person-organization fit (P-O fit) as a crucial variable. In the literature, there are numerous definitions of the concept of P-O fit. According to Chatman (1989: 339) and Mitchell et al. (2006: 6), P-O fit is defined as the degree of alignment or similarity between the personality traits, goals, and values of employees and the culture, values, goals, and purposes of the organization. Employees tend to cherish their organization when they perceive a fit with the ethical values it upholds (Steele, 2016: 16). Another perspective defines P-O fit as a natural alignment occurring when mutual expectations are met, and the employee and the organization share similar characteristics (Gür, 2014: 56). Furthermore, it is described as the perceived similarity between the individual and the organization's internal environment (Carless, 2005) and the individual's belief that they share similarities with the organization (Yıldız, 2013: 156).

Based on these definitions, the alignment between individual and organizational values is considered a fundamental and significant criterion for P-O fit (Chatman, 1991; O'Reilly et al., 1991). Additionally, Chatman (1989) posits that employees are receptive to guidance and may adapt their personal values based on the prevailing values within the organization.

Various types of individual organizational fit are discussed in the literature, yet two primary categories stand out (Yılmaz, 2016: 5): supplementary fit and complementary fit. In the literature, needs-supplies fit or demands-abilities fit is often considered a form of supplementary fit (Yücel & Çetinkaya, 2015: 19). Kristof's (1996) approach holds significance in understanding types of person-organization fit. According to this framework, the fit between an individual and an organization can occur in three ways: (a) one party meeting the needs of the other, (b) the two parties sharing similar qualities, and (c) both situations happening simultaneously (Ulutaş, 2010: 23). In essence, Kristof (1996) introduced a comprehensive definition to person-organization fit by incorporating supplementary and complementary fit, demands-abilities fit, and needs-supplies fit. According to Kristof (1996), the fit between an individual and an organization involves the alignment or similarity of fundamental features when the needs of both the organization and the individual are met (Kristof, 1996: 4, as cited in Yılmaz, 2016: 6).

Person-organization fit is a dynamic process wherein the organization's values, characteristics, and goals demonstrate similarities with employees, influencing the perceptions and behaviors of employees regarding their jobs (Adıgüzel & Kayadibi, 2015: 95). This implies that person-organization fit is a form of perception, capable of fostering change and development in each other's values through an interactive process from the organization to the individual and vice versa.

Within the context of relationships in accommodation establishments, person-organization fit significantly impacts organizational efficiency, job performance, and customer satisfaction resulting from the alignment between the organization and its employees (Tanrıverdi & Guliyeva, 2018: 467). Upon reviewing the literature, several studies have explored person-organization fit and its correlation with various variables in hotel operations. The summaries of these studies are outlined below:

Demir (2015: 57) explored the impact of person-organization fit on job performance and the intention to retain employment in a study involving 399 hotel employees from five-star hotels in Muğla.

The analysis revealed a positive correlation between person-organization fit and variables of job performance and intention to retain employment, indicating a positive effect. In a study by Çelik et al. (2011) on 311 employees working in accommodation establishments in Izmit, it was found that the perception of justice in the organization significantly and positively influenced person-organization fit and work performance. Additionally, person-organization fit was identified to have a positive effect on job performance. Notably, person-organization fit did not play a moderating role in the relationship between organizational justice and job performance.

Ceylanlar (2017) delved into the relationships between person-organization fit, ethical perceptions, and organizational commitment (OC) in a master's thesis involving 394 hotel employees working in halal concept hotels across different cities in Turkey. The results indicated a significant and positive relationship between ethical perceptions, person-organization fit, and OC among employees in halal-concept hotel establishments. The study highlighted that working in halal-concept hotel establishments was a preferred job choice for participants. Additionally, it was observed that employees exhibited high levels of ethical perception, their individual values aligned with organizational values, and their affective commitment levels were higher than normative and continuance commitment.

In the study by Çelik et al. (2011) involving 311 employees in accommodation establishments in Izmit, it was revealed that the perception of justice within the organization significantly and positively influenced both person-organization fit (P-O fit) and work performance. Furthermore, P-O fit was found to have a positive impact on job performance. Interestingly, the study determined that P-O fit did not play a moderating role in the relationship between organizational justice and job performance.

Collectively, based on the studies mentioned above, person-organization fit emerges as a factor connected to various variables. There is a consistent positive relationship between P-O fit and variables such as organizational justice, organizational citizenship, organizational commitment (OC), job performance, job satisfaction, and intention to retain employment. Conversely, a negative relationship exists between P-O fit and variables such as organizational cynicism, intention to cease employment, and stress.

In terms of these relationships, it can be argued that organizations achieving a high level of P-O fit are more likely to achieve success, and customer satisfaction is more attainable with high service quality. Hence, the concept of person-organization fit plays a pivotal role in sustaining the competitiveness of accommodation establishments.

The Moderating Role of Ethical Leadership In The Relationship Between Organizational Commitment and Person-Organization Fit

Ethical leaders wield substantial influence over their followers, a phenomenon underscored by both organizational behavior and social learning theories. The ethical decisions made by followers not only contribute to positive organizational behavior outcomes, such as heightened job satisfaction, motivation, and organizational commitment (OC), but also stimulate social learning behavior. Followers, inspired by the trustworthiness and honesty of ethical leaders, often adopt these qualities as role models, further amplifying positive outcomes.

In this learning model, employees absorb ethical norms not only through direct observation but also through the rewarding and punishing powers that superiors possess. Ethical leaders, recognizing the importance of ethical conduct, actively reward virtuous behavior and penalize unethical actions. Consequently, they play a pivotal role in shaping employee behavior, ensuring that desired ethical behaviors are not only encouraged but also consistently practiced throughout the organization (Mayer et al., 2012).

When leaders consistently demonstrate ethical behavior, communicate the significance of ethics to their employees, implement a reward and punishment system to encourage ethical conduct, and establish acceptable codes of conduct within the group, employees tend to exhibit more ethical behavior. In such instances, when employees perceive their leaders as ethical, it often translates into a heightened commitment to the organization (Veziroglu, 2017: 43-44).

While numerous studies analyze the effects of Ethical Leadership (EL) on organizational and individual outcomes, there is a limited number of studies examining the moderating role of ethical leadership with different variables. One such study conducted by Philipp & Lopez (2013) delves into this limited field, specifically exploring the relationships between Person-Organization Fit (P-O fit), Ethical Leadership, and Organizational Commitment (OC). The study's data suggests that the perception of ethical leadership plays a moderating role in these relationships. For instance, if employees' long-term expectations regarding their organization are not met, the affective and normative commitment they feel toward the organization decreases.

Focusing on the premises and outcomes of corporate social responsibility, Zhu et al. (2004) also addressed the moderating role of Ethical Leadership in their studies. They highlighted that the positive relationship between corporate social responsibility and company reputation becomes more robust when the perception of ethical leadership is high. In a study by Shin (2012) involving 223 general managers and 6021 employees in South Korea, it was found that Ethical Leadership (EL) demonstrated by senior management contributes to the strengthening of the ethical climate within organizations and enhances the ethical decision-making tendency among employees. Likewise, Mayer, Kuenzi, and Greenbaum (2010) demonstrated a positive relationship between Ethical Leadership and the ethical climate. In a study conducted by Mayer et al. (2009), encompassing 904 employees and 195 managers from 160 establishments in the United States, Ethical Leadership (EL) exhibited an indirect influence on employee behaviors. Specifically, when employees perceived their immediate superiors as ethical leaders, their inclination towards workplace misconduct decreased, and their tendency to engage in organizational citizenship behaviors increased. Building on these findings, it is evident that EL contributes to strengthening relationships with various variables, including job satisfaction, organizational commitment (OC), person-organization fit (P-O fit), organizational identification, organizational trust, organizational citizenship, corporate reputation, organizational and social justice, emotional labor, and innovative work behavior (Cullen, 2003; Li, 2006; Neubert et al., 2009; Şenel & Aydoğan, 2019; Turgut & Sökmen, 2018; Yanık & Naktiyok, 2015), while mitigating negative variables such as intention to cease employment, burnout, and negligence, which have adverse effects on the organization. This study delves into the moderating role of ethical leaders in the relationship between OC and P-O fit. Based on existing research, it was observed that the ethical perceptions of managerial behaviors significantly influenced the formation and continuity of both OC and P-O fit. The literature suggests that ethical leaders play a vital role in reinforcing the connection between OC and P-O fit, forming the basis for the creation of **H4** in this study.

H4: *Ethical leadership has moderating role in the relationship between person-organization fit and organizational commitment.*

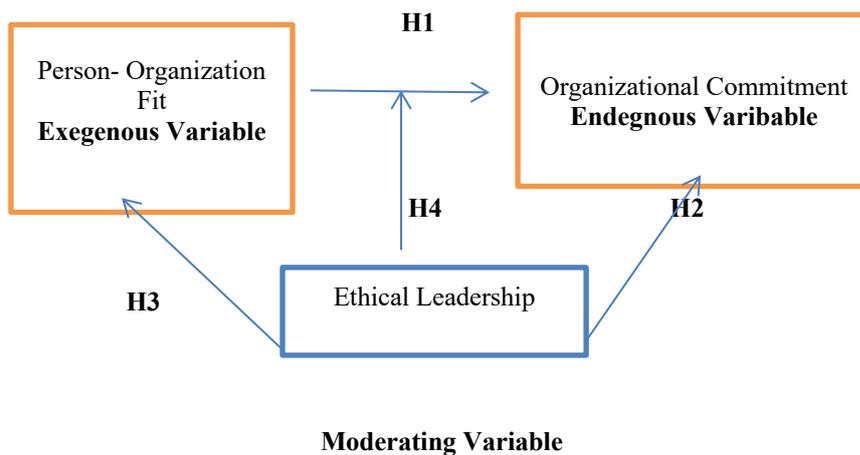


Figure 1. The Research Model

This research model, (Figure 1) developed based on an extensive review of the literature, visually represents the relationships and interactions among key variables. The model encapsulates the interplay between ethical leadership, person-organization fit, and organizational commitment, serving as a framework for the empirical investigation conducted in this study. In the constructed research model, person-organization fit is conceptualized as the independent variable, organizational commitment as the dependent variable, and ethical leadership as the moderating variable. The model posits hypotheses asserting that person-organization fit positively influences organizational commitment and that ethical leadership influences both person-organization fit and organizational commitment.

Moreover, the model suggests that ethical leadership plays a crucial moderating role in the relationship between person-organization fit and organizational commitment. This implies that the impact of ethical leadership on both person-organization fit and organizational commitment is not solely direct but is influenced and strengthened by the moderating role of ethical leadership.

Methodology

Research Aim, Scope, Limitations and Research Questions

The primary objective of this research is to examine the impact of employees' Person-Organization Fit (P-O fit) and Ethical Leadership (EL) on the sub-dimensions of Organizational Commitment (OC), namely affective, continuance, and normative commitment. The research focuses on employees within 4 and 5-star hotels located in the city center of Izmir, Turkey.

Izmir was chosen as the research area due to several factors, including the high concentration of 4 and 5-star hotels, the substantial number of employees in the city, their accessibility, and the year-round operation of hotels. Additionally, the decision to conduct the study in Izmir aims to contribute to existing knowledge, considering that similar studies are frequently conducted in Antalya, and a research gap in Izmir was identified.

The decision to include employees from 4 and 5-star hotels in the research sample is grounded in several considerations. Firstly, it is posited that employees in higher-rated establishments, particularly those operating year-round, are more likely to develop organizational commitment. In such hotels, top management tends to place a greater emphasis on concepts like organizational commitment, ethical leadership, and person-organization fit.

Furthermore, the inclusion of 4 and 5-star hotels aligns with the understanding that in businesses with three stars or fewer, the employee turnover rate may be higher, and seasonal employment is more common. By focusing on 4 and 5-star hotel employees, the research aims to yield more realistic results, considering the potential for faster turnover and seasonal work in lower-rated establishments.

As highlighted in the literature, the duration of employment is a significant factor influencing organizational commitment. Longer working periods tend to correlate with increased organizational commitment, indicating that employees need time to align their values with those of the organization. Moreover, employees who stay with an organization for an extended duration are more likely to engage with professional managers and department chiefs, assuming the presence of ethical practices in management due to the organizational structure.

The study's limitations stem from the evaluation of the moderating role of Ethical Leadership (EL) in the relationship between Person-Organization fit (P-O fit) and Organizational Commitment (OC) within the confines of 4- and 5-star hotels in Izmir province, limited to the data obtained from the establishments in the sample. Another constraint of the research is related to the Covid-19 pandemic. Most of the hotels included in the sample were closed, and open-ended interview questions could not be applied, restricting the results to only quantitative data.

This research centers on investigating the moderating influence of ethical leadership on the relationship between organizational commitment and person-organization fit among employees in accommodation establishments. The primary research question driving this inquiry is articulated as follows: "Does ethical leadership play a moderating role in the relationship between person-organization fit and organizational commitment?"

To address this overarching question, the study formulated hypotheses, utilizing a quantitative research approach. This methodology aims to quantitatively assess and establish the relationships between Ethical Leadership, Person-Organization Fit, and Organizational Commitment, providing a structured framework for comprehensive analysis and findings.

Survey Research and Data Collection

In this study, a quantitative approach employing the survey technique was adopted. Data collection occurred through face-to-face interactions, email correspondence, and online submissions. The survey administration spanned from May 2020 to April 2021, resulting in a total of 469 surveys. Ethics committee permission for the research was received by Izmir Katip Çelebi University Social Research Ethics Committee on the date of 22.05.2020.

Traditional face-to-face interviews, a method entrenched in survey research, yielded 221 responses, while an additional 248 surveys were collected online from participants who couldn't be interviewed in person, utilizing email and online platforms. After thorough evaluation, 447 of the collected surveys were considered for analysis, ensuring a robust dataset for the research.

The research survey comprises four distinct sections, each designed to gather comprehensive insights from participants. These sections incorporate a mix of open-ended and closed-ended questions, with the choice of question type guided by the need for clarity and structured responses.

In total, the survey encompasses 47 questions, with the latter sections utilizing the Likert scale to measure responses. The inclusion of Likert scales enhances the precision of participants' assessments on relevant scale items, contributing to a quantitative and standardized analysis of their perspectives. The combination of open-ended and closed-ended questions ensures a well-rounded exploration of participants' experiences and opinions. The research employs the "Organizational Commitment Scale," initially developed by Meyer and Allen in 1991 and subsequently revised in 1993 by Meyer, Allen, and Smith (Meyer et al., 1993: 548). This scale, comprising 18 statements and three factors, serves as a tool to gauge participants' perceptions of organizational commitment.

For the assessment of person-organization fit, the "Person–Organization Fit Scale" is utilized. Developed by Cable and Derue in 2002, this scale aligns with the complementary fit and integrative fit framework proposed by Kristof in 1996.

The survey's final version, employed in this research, is adapted from Guliyeva's (2018) doctoral thesis titled "A Study on the Relationships Between Psychological Contract, Person-Organization Fit,

Organizational Attractiveness, and Emotional Labor Levels." This survey structure ensures a robust and validated instrument for examining the relationships under investigation.

To assess perceptions of Ethical Leadership, the study incorporates the Ethical Leadership Scale developed by Brown et al. (2005). The appropriateness, validity, and reliability of this scale for use in the Turkish context, ensuring cultural relevance, were rigorously examined by Tuna, Bircan, and Yeşiltaş (2012).

To eliminate potential misunderstandings arising from cultural differences, the scale was carefully adapted and validated for use in Turkish. The specific questions related to ethical leadership were sourced from Yeşiltaş's (2012) doctoral thesis titled "Ethical Leadership and Ethical Climate as Determinants of Organizational Identification: An Application for Hotel Establishments." This meticulous approach ensures the accuracy and cultural appropriateness of the ethical leadership assessment tool in the study.

Data Analysis

The data collected for the research were subjected to analysis using the SPSS (Statistical Package for Social Sciences) for Windows version 25.0 software. For the examination of the moderating role of ethical leadership, AMOS 21 software was utilized. These statistical tools enable a comprehensive and in-depth analysis, ensuring robust and reliable findings for the research.

Findings

The results of the socio-demographic characteristics of the study participants are given in below.

Table 1. Socio-Demographic Profile

Demographics	n	%
Gender		
Male	284	63.5
Female	163	36.5
Age		
20 years old and under	13	2.9
21-30 years old	132	29.5
31-40 years old	163	36.5
41-50 years old	104	23.3
51-years old and above	35	7.8
Marital Status		
Married	269	60.2
Single	178	39.8
Education Status		
Secondary School Graduated and Below	25	5.6
High School Graduate	109	24.4
Associate Degree Graduate	93	20.8
Bachelor's Degree	180	40.3
Post- Graduate Graduated	40	8.9
Tourism Education Level		
Not Received	166	37.1
Received	281	62.9
Your Working Department		
Front Office	104	23.3
Food & Beverage	101	22.6
Housekeeping	54	12.1

Accounting	28	6.3
Techical Service	15	3.4
Sales & Marketing	52	11.6
Others	93	20.8
Monthly Income		
2324 Turkish Liras	47	10.5
2324-3000 Turkish Liras	88	19.7
3001-4000 Turkish Liras	86	19.2
4001-5000 Turkish Liras	95	21.3
5001 Turkish Liras and above	131	29.3
Working Duration in Tourism Sector		
Under 1 Year	37	8.3
1-5 years	106	23.7
6-10 years	121	27.1
11-15 years	78	17.4
16 years and above	104	23.3
Working Duration in This Hotel		
Under 1 year	72	16.1
1-5 years	215	48.1
6-10 years	111	24.8
11-15 years	28	6.3
16 years and above	21	4.7
Your Job		
Staff	167	37.4
Senior Manager	30	6.7
Mid- Level Manager	160	35.8
Executive	90	20.1
Total	447	100.0

Upon analyzing the socio-demographic characteristics of the employees, the following key findings emerged.

Gender Distribution: The workforce is predominantly male, constituting 63.5%, while 36.5% are female

Age Distribution: A significant portion of the employees falls within the age range of 31-40, accounting for 36.5%

Marital Status: The majority of employees are married, representing 60.2% of the total. **Educational Attainment:** A notable proportion of employees hold a bachelor's degree, making up 40.3% of the workforce.

Tourism Education: An encouraging 62.9% of employees have received education in the field of tourism.

Working Departments: The front office claims the highest percentage at 23.3%, followed closely by the food and beverage department at 22.6%. The impact of the Covid-19 pandemic is evident in the lower participation in some departments, attributed to reduced staffing due to restrictions in customer acceptance.

These findings provide valuable insights into the demographic composition of the employee population, laying the groundwork for a nuanced understanding of the research context.

Monthly Incomes

Examining the monthly incomes of participating employees revealed that 29.3% earn 5001 TL and above, while 21.3% fall within the 4001-5001 TL range.

Working Time in Tourism

Regarding the duration of employment in the tourism sector, 27.1% have been working in tourism for 6-10 years, and 23.7% for 1-5 years

Length of Service in Current Establishments A substantial portion (48%) of employees has a service duration between 1-5 years in their current establishments. This suggests that many employees have diverse experiences in different areas of tourism before joining their current workplaces. Conversely, only 4.7% have been with their current establishments for 16 years or more, highlighting a pattern reflective of the sector's general structure where employees often prefer varied experiences over extended tenures

Occupational Hierarchy

Categorizing participants by occupational hierarchy, 37.4% are staff members, and 35.8% hold middle-level managerial positions. These findings contribute significantly to understanding the financial dynamics, career trajectories, and organizational roles within the studied employee population.

Reliability Levels of Scales

To ascertain the internal consistency and reliability of the scales, a reliability analysis was performed. The Cronbach's Alpha (α) coefficient, ranging from 0 to 1, serves as a crucial indicator:

- If the coefficient falls between 0.00 and 0.40, the scale is deemed unreliable.
- For coefficients between 0.40 and 0.60, the scale is considered to have low reliability.
- Coefficients falling within the 0.60-0.80 range indicate a highly reliable scale.
- A coefficient between 0.80 and 1.00 signifies an exceptionally reliable scale (Tavşancıl, 2005: 19).

The detailed results of the reliability analysis for each scale are presented below.

- Organizational Commitment (Cronbach's Alpha (CA) =0.844)
- Person – Organization Fit (CA = 0.924)
- Ethical Leadership (CA = 0.919)

When the results are examined, the reliability coefficient of the participants in the questionnaire form is OC (0.844), and its sub-dimensions affective commitment (0.808), continuance addiction (0.719) and normative commitment (0.827), P-O fit (0.924) and its sub-dimensions need fulfilment fit (0.895), value fit (0.902) and demand-sufficiency fit (0.879), ethical leadership scale (0.919) and it was found to have a high degree of reliability on the basis of scales. The reliability coefficient varies between 0.719 and 0.924.

Explanatory Factor (EFA)

As part of the initial stage in the validity and reliability assessment of the scale, exploratory factor analysis (EFA) was conducted. The results of the EFA, which elucidates the underlying factor structure of the scales, are detailed below.

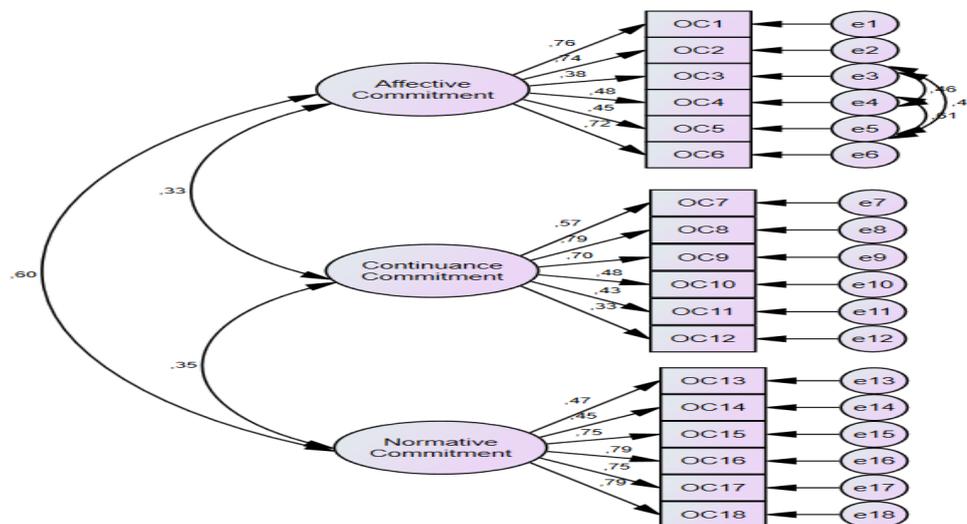
Table 2. Explanatory Factor Analysis Results

Scales	Expressions	Cronbach Alpha	Total Variance Explanation Rate (%)
Organizational Commitment	18	0.844	51.165
Person Organization Fit	9	0.924	82.853
Ethical Leadership	10	0.919	59.284
Total Numbers of Items	37		

According to the exploratory factor analysis results, OC with three sub- dimensions explain 51.165% of the total variability. P-O fit has also three sub- dimensions and explain 82.853% of the total variability and the other scale EL with one sub- dimension explain 59.284% of the total variability.

Confirmatory Factor Analysis (CFA)

Initially, Exploratory Factor Analysis (EFA) was applied to the variables within the model. Subsequently, Confirmatory Factor Analysis (CFA) was conducted to verify the validity. CFA is an analysis that scrutinizes a predefined and constrained structure as a model. In essence, CFA does not explore factor structures; rather, it assesses whether the measurement models align appropriately with the observed data (Çokluk et al., 2018; MacCallum & Austin, 2000). This method is primarily employed in scale development and validity analysis to confirm a predetermined structure (Karagöz & Ağbekaş, 2016).

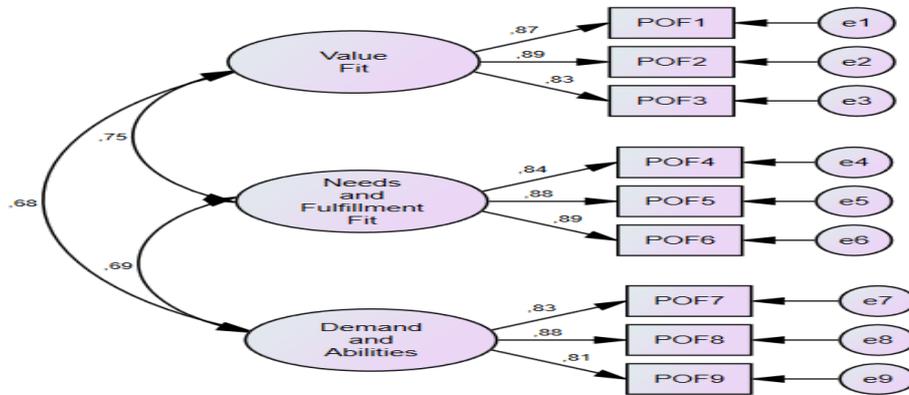


CMIN/Df =3,267 GFI=0,903 AGFI=0,872 CFI=0,895 RMSEA=0,071 NFI= 0,857 TLI=0,876 IFI=0,896

Figure 2. First Level Multi-Factor Model Confirmatory Factor Analysis of the Organizational Commitment Scale

The Structural Equation Modeling Results of the scale were found to be statistically significant at the $p=0.000$ level, confirming the scale structure with 18 items and three factors. Model refinement involved introducing covariances between errors with high Modification Index (MI) values. Evaluating the goodness of fit indexes for the Organizational Commitment Scale from the initial multi-factor analysis, the model demonstrated acceptable fit with RMSEA of 0.071, χ^2 (Cmin/df) of 3.267, AGFI of 0.872, and CFI of 0.89. The model also exhibited a perfect fit with GFI of 0.903 ($p=0.000$). The GFI

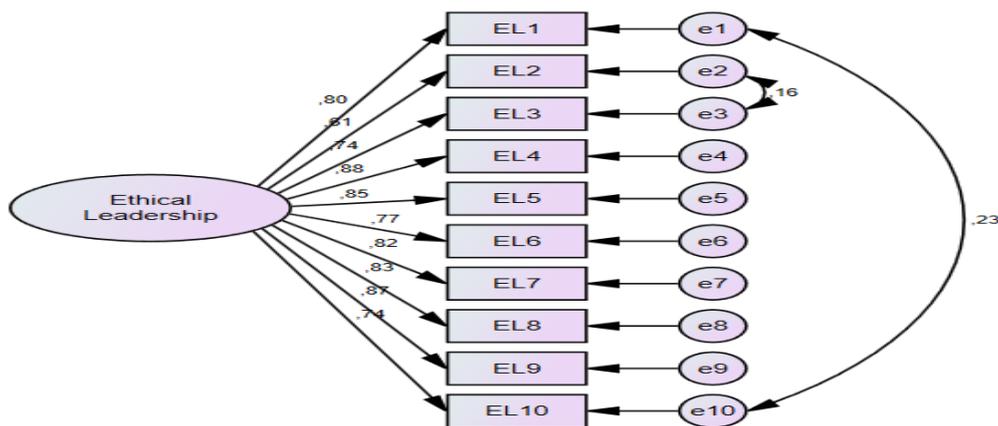
value of 0.90 indicates a successful outcome, suggesting that adequate covariance has been calculated between the observed variables based on residuals.



CMIN/Df=3,359 GFI=0,962 AGFI=0,928 CFI=0,981 RMSEA=0,073 NFI= 0,973 TLI=0,971 IFI=0,981

Figure 3. First-Level Multi-Factor Model Confirmatory Factor Analysis of Person-Organization Fit Scale

The Structural Equation Modeling Results of the scale were found to be statistically significant at the $p=0.000$ level, confirming the scale structure with 9 items and three factors. No modifications were made to the model. In the first-level Multi-Factor Analysis, examining the goodness of fit indices for the Person-Organization Fit Scale revealed the following: RMSEA of 0.073, χ^2 (Cmin/df) of 3.359 (acceptable), GFI of 0.962 (perfect fit), AGFI of 0.928, and CFI of 0.981 ($p=0.000$). The GFI based on residuals, a value between .95 and 1.0, resulted in GFI = 0.96, indicating a successful outcome with sufficient covariance calculated between the observed variables. The CFI, based on the independent model, demonstrated a good fit with a value of 0.98.



CMIN/Df =2,471 GFI=0,914 AGFI=0,857 CFI=0,859 RMSEA=0,057 NFI= 0,80 CMIN/Df =2,471 GFI=0,914 AGFI=0,857 CFI=0,859 RMSEA=0,057 NFI= 0,80 TLI=0,807 IFI=0,863

Figure 4. First Level Multi-Factor Model Confirmatory Factor Analysis of the Ethical Leadership

The Structural Equation Modeling Results for the Ethical Leadership Scale were found to be statistically significant at the $p=0.000$ level, confirming the scale structure with 10 items and one factor.

The model underwent improvement, introducing a covariance between errors with high MI values. Examining the goodness-of-fit indices for the Ethical Leadership Scale in the first-level single factor analysis revealed the following: RMSEA of 0.057, acceptable fit with AGFI of 0.857, and CFI of 0.859, χ^2 (Cmin/df) of 2.471, and perfect fit with AFI of 0.914 ($p=0.000$).

Correlation Analysis Results

After Confirmatory Factor Analysis, correlation analysis was applied for variables. According to results of correlation analysis there is a statistically significant positive correlation between organizational commitment scale and person-organization fit (1), value fit (2), need and fulfilment fit (3), demand and abilities fit (4) and ethical leadership (5). ($p<0.01$: $r_1=0.645$, $r_2=0.603$, $r_3=0.611$, $r_4=0.461$, $r_5=0.437$).

There is also a statistically significant positive correlation between affective commitment sub-dimension and P-O fit (1), value fit (2), need and fulfilment fit (3), demand and abilities fit (4) and EL (5). ($p<0.01$: $r_1=0.548$, $r_2=0.502$, $r_3=0.509$, $r_4=0.414$, $r_5=0.408$).

-There is a statistically significant positive correlation between continuance commitment sub-dimension and P-O fit (1), value fit (2), need and fulfilment fit (3) and demand and abilities fit (4). ($p<0.01$: $r_1=0.262$, $r_2=0.247$, $r_3=0.244$, $r_4=0.191$). It was identified that there was no statistically significant relationship between continuance commitment sub-dimension and EL (5) ($p>0.05$).

-There is a statistically significant positive correlation between normative commitment sub-dimension and person-organization fit (1), value fit (2), need and fulfilment fit (3), demand- and abilities fit (4) and EL (5). ($p<0.01$: $r_1=0.613$, $r_2=0.583$, $r_3=0.595$, $r_4=0.414$, $r_5=0.433$).

-There is a statistically significant positive medium level between EL and P-O fit (1), a statistically significant positive fit between EL and value fit (2), need and fulfilment fit (3) a positive medium level, and a demand and abilities fit (4) there is a relationship. ($p<0.01$: $r_1=0.477$, $r_2=0.427$, $r_3=0.474$, $r_4=0.338$).

Structural Equation Modeling (SEM) Results:

The results of the structural equation modeling (SEM) analysis provide a comprehensive understanding of the relationships between Person-Organization Fit (P-O Fit), Ethical Leadership (EL), and various dimensions of Organizational Commitment (OC). Here's a breakdown of the key findings:

The results of the structural equation modeling (SEM) analysis provide a comprehensive understanding of the relationships between Person-Organization Fit (P-O Fit), Ethical Leadership (EL), and various dimensions of Organizational Commitment (OC). Here's a breakdown of the key findings:

1. Person-Organization Fit (P-O Fit) and Organizational Commitment (OC):

-P-O Fit has a statistically significant and positive effect on overall Organizational Commitment ($\beta=0.926$, $p<0.05$).

-P-O Fit has a statistically significant and positive effect on Affective Commitment ($\beta=0.685$, $p<0.05$).

-P-O Fit has a statistically significant and positive effect on Continuance Commitment ($\beta=0.364$, $p<0.05$).

-P-O Fit has a statistically significant and positive effect on Normative Commitment ($\beta=0.782$, $p<0.05$).

2. Ethical Leadership (EL) and Its Effects:

-EL has a statistically significant and positive effect on overall Organizational Commitment ($\beta=0.583$, $p<0.05$).

-EL has a statistically significant and positive effect on Affective Commitment ($\beta=0.452$, $p<0.05$).

-EL has a statistically significant and positive effect on Continuance Commitment ($\beta=0.154$, $p<0.05$).

-EL has a statistically significant and positive effect on Normative Commitment ($\beta=0.485$, $p<0.05$).

-EL has a statistically significant and positive effect on Person-Organization Fit (P-O Fit) ($\beta=0.537$, $p<0.05$).

These findings indicate that both P-O Fit and EL contribute significantly to the development of Organizational Commitment among employees. Furthermore, Ethical Leadership is shown to positively influence various dimensions of both P-O Fit and OC. These results underscore the importance of fostering a positive fit between individuals and organizations, as well as the crucial role of ethical leadership in enhancing employee commitment within the organizational context.

The Moderating Role of EL in the Effect of P-O Fit on OC

The results indicate that Ethical Leadership (EL) does not play a significant moderating role in the relationship between the independent variable (X, presumably Person-Organization Fit, P-O Fit) and the dependent variable (Y, presumably Organizational Commitment, OC). This is inferred from the p-value being greater than 0.05 for the interaction term ($X*W$), where W is the moderator (EL). In statistical terms, a p-value above 0.05 generally suggests a lack of statistical significance.

In simpler terms, while the main effects of the independent variable (X) on the dependent variable (Y) might be significant, the inclusion of the moderator (EL) doesn't significantly alter this relationship. Therefore, based on the findings, it seems that Ethical Leadership does not act as a significant moderator in the relationship between Person-Organization Fit and Organizational Commitment.

According to SPSS Process Macro results, when the moderating variable is low, medium and high, it is also seen that the relationship between P-O fit and OC does not change, and therefore EL does not have a moderating role. According to results of the Structural Equation Model (SEM), it was seen that EL has a positive and statistically significant effect on both OC and P-O fit. In addition, it has been identified that EL has a positive and significant effect on all three sub-dimensions of OC. P-O fit also has a positive and significant effect on OC. It has been observed that there are studies that are similar to the results of the research conducted on different sample groups in the related literature and the findings of this study.

In the study of Valentine et al. (2002: 349) on 304 young employees, it was identified that corporate ethical values affect both OC and P-O fit positively. As previously stated in the literature, ethical leaders are the most influential people in adopting, applying and maintaining ethical values in an organizational culture. For this reason, ethical leaders strengthen the relationship between organizational commitment and P-O fit, that is to say, it can be judged that it plays moderating role. Apart from these studies, there are studies on the moderating role of EL in other organizational behavior issues (Babalola et al. 2014: 311; Esmer & Aydoğan, 2019; Vezir, 2017). These studies are included in detail under the heading of evaluation of hypotheses.

Evaluation of Research Hypotheses

In the current study, 4 hypotheses created within the scope of the relevant literature were tested with appropriate statistical analysis. Based on the findings obtained as a result of the appropriate statistical analysis, 3 hypotheses were supported, only one hypothesis was not supported. Detailed evaluations about the hypotheses and their results and the studies supporting the hypotheses of the research are summarized as follows:

Table 3. Results of Hypotheses Tested in the Scope of Research

Hypothesis Number	Hypothesis	Result
H1	Person-organization fit of hotel employees have a statistically significant and positive effect on their organizational commitment.	Accepted
H2	The ethical leadership perceptions of hotel employees have a statistically significant and positive effect on organizational commitment	Accepted
H3	Ethical leadership have statistically significant and positive effect on person-organization fit	Accepted
H4	Ethical leadership has moderating role in the relationship between person-organization fit and organizational commitment	Rejected

In the study by Vilela et al. (2008:1013), it was identified that P-O fit has a positive effect on its relationship with OC, and OC has a positive effect on its relationship with job satisfaction. O'Reilly et al. (1991:499) found that P-O fit predicts job satisfaction, normative organizational commitment, and working time in the organization. According to the research results of McConnell (2003: 139-145), P-O fit explains most of the variance in the relationship between affective organizational commitment type. This explanatory ratio is higher than the variance in the relationship between individual and organizational value structures and affective organizational commitment.

Finegan (2000: 163-167) suggested that perceived organizational values or perceptions of the workplace environment strongly predict OC. The findings also indicate that person-organization interaction and independent contributions of both the individual and the organization can be significant factors. In this regard, it is emphasized that organizations should place great importance on how their values are perceived by their employees.

Cook & Wall (1980) identified that OC increased with the alignment of individual values with organizational values in two studies conducted on full-time male employees in a manufacturing factory.

In the study by Polatçı & Cindiloğlu (2013) involving 177 healthcare workers in a private hospital in Çorum, and Çetinkaya's (2016:3-4) "The Relationship Between Person-Organization Fit and Organizational Commitment and the Role of Gender in This Relationship" conducted in Kayseri, examining a sample of 431 teachers in the province, it was identified that P-O fit has a positive relationship with affective organizational commitment. Another study also demonstrated that P-O fit significantly predicted affective organizational commitment. According to McConnell's (2003:139-145) research results, P-O fit explains most of the variance in affective organizational commitment and relationship variance.

Öcel (2013:43) investigated the mediating role of affective commitment, continuance commitment, and normative commitment—sub-dimensions of OC—in the relationships between P-O fit, strength of organizational identity, perceived organizational prestige, and contextual performance in a university sample, significantly predicting organizational continuance commitment.

In Çetinkaya's (2016:3-4) master's thesis titled "The Relationship Between Person-Organization Fit and Organizational Commitment and the Role of Gender in This Relationship," examined in a sample of 431 teachers in the province of Kayseri, it was identified that person-organization fit has a positive relationship with normative organizational commitment. Additionally, Öcel (2013:42-43) explored the mediating role of affective commitment, continuance commitment, and normative commitment—sub-dimensions of organizational commitment—in the relationships between person-organization fit, strength of organizational identity, perceived organizational prestige, and contextual performance in a university sample. The study revealed that organizational cohesion predicts normative organizational commitment.

In light of the findings from these studies, it can be asserted that the research hypothesis H1 (P-O fit of hotel employees has a statistically significant effect on their OC levels) is supported. In a study conducted by Meyer et al. (2010) on 627 employees in a large energy company, it was identified that there is a positive relationship between P-O fit and affective commitment (Çetinkaya, 2016:87).

Hunt et al. (1985: 85), in their research on the prediction of OC by organizational ethical values, concluded that OC is a strong antecedent of organizational ethical values ($p < .01$, $R^2 = 17$). Carlson (2005) found a relationship between ethical climate and affective commitment, noting that ethical climate explains 37% of affective commitment, one of the sub-dimensions of OC. Rowden's (2000) study with 245 participants revealed that leadership (EL) style is closely related to organizational commitment. Leaders who increase OC exhibit certain elements that are sensitive to employees' needs, have a clear vision, and clearly articulate goals and values.

Hassan et al. (2014: 340) concluded that Ethical Leadership (EL) increases Organizational Commitment (OC). In this context, it has been noted that EL behaviors significantly reduce employee absenteeism. According to research results and the opinions of various authors, apart from those whose studies are included, it is evident that EL has a positive impact on OC (Allen & Mayer, 1990; Brown & Trevino, 2006; Erdoğan, 2018: 83-84; Esmer, 2011: 51; Hassan et al., 2013: 140; Neubert et al., 2009; Turan, 2019: 74).

Eşitti's (2019: 54) study on first-class restaurant businesses operating in Istanbul with a tourism operation certificate demonstrates that perceived Ethical Leadership (EL) behaviors positively influence the affective commitment dimension of Organizational Commitment (OC). Özçelik (2011: 3), in a master's thesis on 180 nurses working in a state hospital, found that the ethical climate positively affects the affective commitment of employees. Demirdağ and Ekmekçioğlu (2015: 197) examined the relationship between EL and the ethical climate perception of 76 blue-collar and white-collar employees working in an enterprise operating in the automotive sector, and OC showed a significant and positive effect. (commitment) is supported.

In Eşitti's (2019: 54) study on employees in first-class restaurant businesses operating in Istanbul with a tourism operation certificate, it was found that Ethical Leadership (EL) positively influences the highest dimension of continuance commitment among the dimensions of Organizational Commitment (OC) ($r=.832$; $p<.001$). In Özer's (2020: 116-117) master's thesis, aiming to determine the impact of employees' perceptions of nepotism and ethical leadership on affective, continuance, and normative commitment (sub-dimensions of organizational commitment), employees of 3-star hotels with a tourism management certificate in Hatay province were selected as the sample. The research results indicate that EL has a significant and positive effect on continuance organizational commitment.

In Özer's (2020: 116-117) master's thesis, which aims to determine the impact of employees' perceptions of nepotism and Ethical Leadership (EL) on affective, continuance, and normative commitment (sub-dimensions of Organizational Commitment), the sample consists of employees from 3-star hotels with a tourism management certificate operating in the province of Hatay. From the research results, it was observed that EL has a significant and positive effect on normative commitment. Özçelik (2011: 3), in her master's thesis on 180 nurses working in a state hospital, found that the ethical climate positively influences the normative commitment of the employees.

Considering the findings obtained from these studies, it can be concluded that the research hypotheses, particularly H2 (Hotel employees' Ethical Leadership perceptions have a statistically significant effect on Organizational Commitment), are supported.

In the research conducted by Coldwell et al. (2008: 612) at a university in the Republic of South Africa, it is observed that socially responsible or ethical behavior practices in organizations increase the general organizational satisfaction of employees. In other words, the person-organization compatibility of employees in organizations with an ethical climate and ethical management is at a high level (Akbaş, 2011: 193). In this framework, it is revealed that ethical values affect the attractiveness of potential employers on an ethical basis in terms of Person-Organization fit (P-O fit) (Coldwell et al., 2008: 616).

In light of the findings obtained from these studies, it can be concluded that the research hypothesis H3 (Ethical Leadership has a statistically significant effect on P-O fit) is supported.

In Valentine et al.'s (2002: 349) study on 304 young employees, it was found that corporate ethical values positively influence both Organizational Commitment (OC) and Person-Organization fit (P-O fit). As previously noted in the literature, ethical leaders are the most influential individuals in adopting, applying, and maintaining ethical values in organizational culture. Consequently, ethical leaders enhance the relationship between organizational commitment and P-O fit, indicating a potential moderating role. In addition to these studies, there are investigations into the moderating role of Ethical Leadership (EL) in other organizational behavior issues (Babalola et al., 2014: 311; Esmer & Aydoğan, 2019; Vezir, 2017). However, in the light of these studies, the H4 hypothesis (EL has a moderating role in the positive relationship between P-O fit and OC) was not supported by the findings of this research.

Conclusion and Recommendations

The study's limitations stem from the evaluation of the moderating role of Ethical Leadership (EL) in the relationship between Person-Organization fit (P-O fit) and Organizational Commitment (OC) within the confines of 4- and 5-star hotels in Izmir province, limited to the data obtained from the establishments in the sample. Another constraint of the research is related to the Covid-19 pandemic. Most of the hotels included in the sample were closed, and open-ended interview questions could not be applied, restricting the results to only quantitative data. In this study, the aim was to determine the relationship between organizational commitment and person-organization fit among employees working in 4 and 5-star hotel businesses operating year-round in the city center of Izmir. Additionally, the research investigated the moderating role of ethical leadership in the relationship between these two variables. Correlation analysis was conducted to ascertain the relationship between organizational commitment, ethical leadership, and person-organization fit. The results revealed a significant and positive relationship between organizational commitment and its sub-dimensions and person-organization fit. Similar findings have been reported in the literature (Alnıaçık et al., 2013; Cook & Wall, 1980; Çetinkaya, 2016; Demirdağ & Ekmekçioğlu, 2015; Hassan et al., 2014; McConnell, 2003; Polatçioğlu & Cindiloğlu, 2013; Valentine et al., 2002).

Similarly, according to the correlation analysis, a significant and positive relationship was found between ethical leadership and organizational commitment. Similar results have been reported in the literature (Allen & Mayer, 1990; Aykut, 2007; Brown & Trevino, 2006; Erdoğan, 2018; Esmer, 2011; Meyer et al., 2010; Moripek, 2016; Neubert et al., 2009; Saraç & Meydan, 2013; Turan, 2019; Yılızar, 2016; Eşitti, 2019; Özer, 2020). Another result of the correlation analysis was a moderately significant positive relationship between ethical leadership and its sub-dimensions and person-organization fit. Similar findings have been observed in the literature (Öğüt & Kaplan, 2011; Taner & Elgün, 2015).

For determining the moderating role of Ethical Leadership (EL) in the relationship between Person-Organization fit (P-O fit) and Organizational Commitment (OC), Structural Equation Modeling (SEM) analysis was conducted. While the effect of the independent variable (P-O fit) on the dependent variable (OC) is significant, it is observed that EL does not play a moderating role in this effect ($p > 0.05$). No study on this subject has been found in the literature. On the other hand, among the studies in the literature, it was noted that the findings of the study by Valentine et al. (2002) do not support the hypothesis of this research

As a result, this research presents the relationship between Organizational Commitment (OC) and Person-Organization fit (P-O fit) and investigates the moderating role of Ethical Leadership (EL) in this relationship. Based on these findings, EL behaviors influence the other two variables, but it is not possible to assert that they increase or decrease the degree of the relationship between OC and P-O fit. On the other hand, numerous studies in the related literature highlight the regulatory or moderating role of EL. While the relationship between ethical leadership and the other two variables in this study aligns with some other studies in the literature, the absence of a moderating role does not align with other

studies. Therefore, one of the significant conclusions drawn from this research is that the moderating effect of EL may not always be present.

The research makes a significant contribution to the related literature by revealing the perspectives of employees working in accommodation establishments on Organizational Commitment (OC), Person-Organization fit (P-O fit), and Ethical Leadership (EL) perceptions, as well as the relationships between them. This contribution is particularly valuable for future academic studies, such as those focusing on recruitment processes within the context of person-organization fit in accommodation establishments, employee selection processes, methods to reduce employee turnover rates, job satisfaction, loyalty to the establishment, and stress levels. The findings can provide crucial insights for both literature and practitioners. As the first study to concurrently examine these three variables and measure the moderating role of ethical leadership, it serves as a guide and source of inspiration for other researchers.

On the other hand, it has provided recommendations to researchers for future research and practitioners as follows.

This research was conducted on the employees of city hotels operating year-round in the city center of Izmir. Conducting research and comparing companies of different sizes from various sectors would contribute significantly to the academic literature in this regard. This study utilized correlation analysis. It is recommended to conduct more comprehensive studies that also investigate the effects of intervening variables. In such future studies, variables such as job satisfaction, organizational trust, and organizational justice could be taken into account. Additionally, qualitative methods, such as focus group interviews, can be used alongside quantitative methods to measure the variables (OC, EL, P-O fit) used in this study.

Based on these results, Person-Organization fit (P-O fit) emerges as a crucial factor for accommodation establishments. To enhance P-O fit, it is recommended that significant attention be given to the recruitment and selection process of employees. Personality inventories, psychotechnical assessments, and adaptation tests can be implemented to assess whether the characteristics of the candidate align with the characteristics of the organization during the recruitment process. Subsequently, working conditions that foster a sense of unity between employees and their organizations, as well as superior-subordinate relationships, performance evaluation systems, promotion processes, and motivational factors, should be carefully arranged. The perception of justice and trust in the workplace is also highlighted as essential, as it can enhance P-O fit and contribute to employees' affective commitment to the organization.

Once again, job analysis can be conducted to determine job descriptions, job requirements, and the qualifications necessary for the job. The adequacy of the training and skills of the employee can then be compared. In-house resources should be primarily utilized for filling vacancies within the organization. Promoting, job rotation, job enrichment, or empowerment techniques can positively impact the level of Person-Organization fit (P-O fit) when applied to employees with a high level of fit. Additionally, ensuring that recruited candidates internalize organizational values through socialization processes is a crucial component of the P-O fit process.

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