









## Article

# The Effect of Organizational Ethical Climate on Job Satisfaction among Nurses: The Mediating Role of Trust in Colleagues

Özlem Köroğlu <sup>1</sup>, İrfan Akkoç <sup>2</sup>, Ömer Turunc <sup>3,\*</sup>, Abdullah Çalışkan <sup>1</sup>, Müzeyyen Çiğdem Akbaş <sup>4</sup>,  
Cem Karayalçın <sup>3</sup>, Güney Gürsel <sup>5</sup> and Halil Akbaş <sup>6</sup>

<sup>1</sup> School of Health Sciences, Health Management Department, Toros University, Mersin 33140, Turkey; ozlem.koroglu@toros.edu.tr (Ö.K.); abdullah.caliskan@toros.edu.tr (A.Ç.)

<sup>2</sup> Rectorate, İzmir Tinaztepe University, İzmir 35400, Turkey; dr.irfanakkoc@gmail.com

<sup>3</sup> Faculty of Economics, Administrative and Social Sciences, Business Administration Department, Antalya Bilim University, Antalya 07110, Turkey; cem.karayalcin@antalya.edu.tr

<sup>4</sup> Vocational School, Flight Operations Management, Antalya Bilim University, Antalya 07110, Turkey; cigdem.akbas@antalya.edu.tr

<sup>5</sup> Faculty of Engineering and Architecture, Software Engineering Department, Konya Food and Agriculture University, Konya 42080, Turkey; guney.gursel@gidatarim.edu.tr

<sup>6</sup> Faculty of Engineering and Natural Sciences, Industrial Engineering Department, Süleyman Demirel University, Isparta 32260, Turkey; halilakbas@sdu.edu.tr

\* Correspondence: omer.turunc@antalya.edu.tr; Tel.: +090-0533-5582093

**Abstract:** This study examines the effect of the ethical climate on job satisfaction in the nursing profession and how this effect occurs through trust in colleagues. A survey design was used to collect data from 407 nurses working in hospitals in Mersin City, Turkey. The study used self-report questionnaires to measure the ethical climate, job satisfaction, and trust. The data were analyzed using SPSS 22 software, which incorporated confirmatory factor analysis to assess construct validity and the bootstrap method to examine mediation effects. Ethical protocols were rigorously observed. The study clearly demonstrated a significant positive relationship between the ethical climate and job satisfaction. The trust variable fully mediates the relationship between the ethical climate and job satisfaction. The findings make a strong case for the importance of an ethical climate in nursing, synthesizing findings from the previous literature. The findings of this study demonstrate the necessity of assessing different attitudes and behaviors in order to promote expected behaviors in the unique and intense working environment of nurses. These behaviors may diverge from theoretical predictions. The results of this study also revealed that an ethical climate and positive work attitudes among nurses have a significant effect on job satisfaction, which is an important input for productivity.

**Keywords:** ethical climate for rules; ethical climate for behavior; job satisfaction; trust in colleagues; nurses



**Citation:** Köroğlu, Ö.; Akkoç, İ.; Turunc, Ö.; Çalışkan, A.; Akbaş, M.Ç.; Karayalçın, C.; Gürsel, G.; Akbaş, H. The Effect of Organizational Ethical Climate on Job Satisfaction among Nurses: The Mediating Role of Trust in Colleagues. *Sustainability* **2024**, *16*, 4179. <https://doi.org/10.3390/su16104179>

Academic Editor: Jesús-Nicasio García-Sánchez

Received: 5 April 2024

Revised: 10 May 2024

Accepted: 10 May 2024

Published: 16 May 2024



**Copyright:** © 2024 by the authors. Licensee MDPI, Basel, Switzerland. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

## 1. Introduction

The healthcare sector is vital in preserving and enhancing human life. Healthcare professionals working in this field are dedicated to improving patients' quality of life and assisting them in maintaining their health. It is therefore clear that sustainable methods and sustainable working environments are needed in the healthcare sector. The United Nations' Sustainable Development Goals have set out clear targets for promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. It includes Statement 8.8, which demands the protection of labor rights and the promotion of safe and secure working environments for all workers. New and sustainable methods and practices of rewarding employees based on their performance in the organization have emerged, as stated by Silva et al. [1]. Nurses are the cornerstone figures in the healthcare sector. They play a significant role in the care and treatment of

patients. It is crucial to ensure that nurses are satisfied in their roles, as this directly impacts their own wellbeing and the health of their patients [2,3].

Job satisfaction is one of the most influential factors affecting performance [4]. It is the result of a number of factors that affect employees' motivation and commitment to their jobs. These factors include working conditions, salary, management style, and relationships with colleagues. However, in recent years, the impact of an ethical climate on job satisfaction has become a key area of interest. The term "ethical climate" refers to the shared understanding among members of an organization regarding what actions are considered ethically appropriate and how to handle ethical dilemmas [5]. An ethical climate in the workplace must be established by creating an environment that encourages and supports ethical behavior among employees. In professions with ethical sensitivities such as nursing, the impact of an ethical climate on job satisfaction is clear. Nurses, as professionals frequently required to make ethical decisions in their daily tasks, have a direct impact on patients' health [6,7]. Nurse satisfaction and retention are crucial factors in global healthcare [8]. In their study, Antoniadou et al. found a clear correlation between environmental quality of life (QOL) and job satisfaction, personal beliefs, and spirituality. This proves that a strong value and existential foundation can coexist with a good environmental QOL [9].

This study examines the impact of ethical climates on job satisfaction among nurses in the healthcare sector and the mediating role of trust in colleagues in this relationship. Based on the data obtained from the variables addressed in the research, a model congruent with job satisfaction is constructed incorporating ethical climate and trust in colleagues variables. The study was conducted among nurses in Mersin city and provides valuable insights for the health sector and nursing practices. The objective is to establish a baseline for future studies conducted in different geographical and cultural contexts. Furthermore, the measurement tools utilized in the study were meticulously selected to assess the ethical climate, job satisfaction, and trust in colleagues in great detail, in order to obtain a comprehensive understanding of the aforementioned aspects. The methodology employed in this study differs from that of other studies, making a unique contribution to this research area. In contrast to other studies, the measures employed in this study facilitate a more comprehensive understanding of the underlying mechanisms that shape the relationships.

## 2. Materials and Methods

### 2.1. Theory and Hypotheses

This empirical research was designed to determine the impact of ethical climates on job satisfaction among nurses and to establish a theoretical framework and formulate hypotheses based on the literature. This framework allowed for an examination of the relationships between ethical climate and job satisfaction, followed by an exploration of the role of trust in colleagues in these relationships.

#### 2.1.1. Organizational Ethical Climate

The term "ethical climate" refers to the atmosphere created by the ethical values, norms, behaviors, and decisions within an organization [10]. The ethical climate is the clearest indicator of how committed employees are to the organization's ethical values, how they deal with ethical issues, and how adherence to ethical rules is encouraged [11,12].

The concept of an ethical climate was first proposed by Victor and Cullen in 1987. Victor and Cullen's research definitively demonstrates that the ethical climate in organizations is profoundly shaped by a multitude of factors, including personal interests, organizational profitability, team interests, social responsibility, personal ethics, institutional rules, and laws [13,14].

A literature review conducted by Newman et al. [15] clearly shows that the origin of an ethical climate lies in organizational procedures and practices, and that organizational culture and individual characteristics play a part in shaping it. Empirical research has demonstrated clear relationships between ethical climate and various outcomes. These outcomes involve ethical variables and the antecedents and consequences of organiza-

tional ethical climate, which are frequently examined in management and organizational research. These include commitment, performance, job satisfaction, turnover intention, and so on [16–19]. These studies demonstrate the crucial role of an ethical climate and the necessity for its preservation.

While various researchers have approached the ethical climate from different perspectives, this study adopts Çalışkan's two-dimensional conceptual framework, as proposed in [14]. The first dimension, the rule-based climate, represents how the organization upholds official ethical rules, monitors unethical conduct, and strengthens ethical principles, policies, and practices at different management levels. The second dimension, the behavior-based ethical climate, is about the organization's perspective on unethical behaviors and how it identifies unethical situations and takes necessary action [14].

At this point, information about the organizational ethical climate, policies, and practices of the organization considered in the study sample is given. This will help us better understand the context and results of the study:

- My organization takes a number of measures to provide a work environment based on ethical values;
- Management provides ongoing training and guidance to employees to ensure they comply with ethical standards of behavior and reflect the values of the organization;
- Furthermore, there are clear procedures in place for reporting and resolving ethical issues within the organization;
- The company's ethical policies and practices are designed to encourage employees to be honest, behave fairly and comply with professional standards;
- These policies include clear procedures and sanctions to combat unethical behavior. Furthermore, the organization places great importance on privacy and confidentiality policies to guarantee that employees work in a secure environment.

#### 2.1.2. Trust in Colleagues

Organizational trust reflects individuals' beliefs, expectations, and perceptions regarding their own organizations [20–22]. It represents employees' trust in their organizations, managers, and colleagues. This trust is based on positive expectations regarding the decisions, policies, and actions of others [23–26]. Theories related to organizational trust include social exchange theory, equity theory, expectation theory, and person–organization fit theory [27–29]. Organizational trust is observed to be divided into three subdimensions: trust in colleagues, trust in leaders/managers, and trust in the institution [30].

Trust in colleagues is defined as employees' perceptions of others' honesty, reliability, and fairness [31]. The model of trust in colleagues explains that employees in the same work environment believe in each other's good intentions and trust in their colleagues' abilities and capabilities [32].

It is crucial to have a solid foundation of trust in colleagues in the work environment. High levels of trust are essential for collaboration, which is an advantage for the organization. High levels of trust among individual employees and groups positively impact relationships and contribute to the desired development of organizational climate and culture [33]. It is essential for socialization among members of the organization. It reduces transaction costs and contributes to the formation of optimal structures [34].

It is a well-established fact that workplaces with high levels of trust in colleagues positively influence employees' job satisfaction and performance. In this context, studies by Casimir et al. [35] and Nedkovski et al. [36] definitively prove that a trusting workplace environment has a positive impact on desired job outcomes. Trust in colleagues is formed by beliefs that they will not conceal important information, mislead, or engage in behaviors that could cause harm. Newman et al. [15] and Tu et al. [37] have demonstrated that this type of trust forms the basis of relationships in the workplace and enhances the effectiveness of teamwork.

### 2.1.3. Job Satisfaction

Job satisfaction is expressed in various ways, including in an individual's positive feelings about their job [38,39], the response they exhibit towards what they obtain from their job [40], their overall attitude towards their job [41], and as a behavior involving evaluative judgments [42–45].

Job satisfaction is defined as an individual's level of satisfaction with their work and its various aspects. This includes factors such as the nature of the work, supervision, and colleagues. In short, job satisfaction is a response that individuals develop towards the job itself and the working conditions [2,3,46,47].

Theories commonly used in studies on employee job satisfaction include Maslow's hierarchy of needs theory, Alderfer's existence, relatedness, and growth (ERG) theory, and Herzberg's two-factor theory [48].

Ensuring employee job satisfaction is one of the most important tasks for organizations. Alanazi et al. [49] found that job satisfaction among nurses can be improved by providing incentives. Employee satisfaction leads to increased commitment to managers and the workplace, with employees making extraordinary efforts in challenging situations for the organization [50–53]. It is clear that increased commitment to managers and the organization among employees results in higher levels of morale and motivation, which in turn leads to an increase in job satisfaction [54].

### 2.1.4. Relationships between Variables

This section of the study examined the relationships between the ethical climate, trust in colleagues, and job satisfaction based on empirical studies identified through a literature review.

### 2.1.5. Organizational Ethical Climate and Job Satisfaction

Researchers have conducted numerous empirical studies to determine the effects of the ethical climate on job satisfaction. The ethical climate in the workplace directly affects employees' perceptions of ethical standards, values, and norms. This, in turn, influences their levels of job satisfaction. It is clear that strengthening or improving the ethical climate in the workplace will contribute to increased levels of job satisfaction among employees. This approach has enabled researchers to identify the effects of the ethical climate on job satisfaction.

Özden et al. [55] set out to determine the impact of ethical leadership and ethical climate perceptions on job satisfaction among nurses through a descriptive and cross-sectional study. The findings clearly demonstrated a significant and positive relationship between nurses' ethical leadership, the ethical climate, and job satisfaction levels.

Asgari et al. [56] definitively examined the relationship between moral distress, the ethical climate, and job satisfaction among intensive care nurses. The study found no significant relationship between moral distress and job satisfaction. However, there was a statistically significant relationship between the ethical climate and job satisfaction.

Borhani et al. [57] investigated the relationship between the perceived ethical climate and job satisfaction among nurses, revealing a positive relationship between the ethical climate and job satisfaction.

Abou Hashish [58] examined the relationship between nurses' perceptions of an ethical work climate and perceived organizational support, commitment, and job satisfaction. The results clearly show that there is a positive and significant relationship between nurses' perceived ethical climate and job satisfaction.

Jang and Oh [59] conducted research on nurses in Korea and found a clear correlation between job satisfaction, the ethical climate, and ethical leadership. The findings of this study clearly demonstrate that nurses' perceptions of the ethical climate directly influence their levels of job satisfaction in healthcare institutions.

Finally, Ozdoba et al. [60] conducted a study to elucidate the relationship between ethical climate and nurses' job satisfaction. Their systematic review of articles published

between 1994 and 2021 in SCOPUS, Medline, and CINHALL Complete databases confirmed that there is a significant relationship between nurses' ethical climate and job satisfaction. Furthermore, the relationship between nurses' ethical climate and job satisfaction has a direct impact on variables such as patients and colleagues.

These studies prove that nurses' perceptions of the ethical climate of their organization have a significant impact on their job satisfaction.

Hypotheses have been formulated to test the relationship between organizational ethical climate and job satisfaction:

**H1:** *Ethical climate positively affects job satisfaction;*

**H1a:** *Ethical climate for rules positively affects job satisfaction;*

**H1b:** *Ethical climate for behavior positively affects job satisfaction.*

#### 2.1.6. Organizational Ethical Climate and Trust in Colleagues

Ethical behavior is the foundation of trust. In an organization where ethical behavior is encouraged, employees will naturally trust each other more. This is because individuals who exhibit ethical behavior are honest, transparent, and responsible towards others [61,62].

There are numerous studies in the literature which prove that nurses' perceptions of an ethical climate have a direct impact on their levels of organizational trust. In their study to evaluate the effects of nurses' perceptions of ethical climate on their levels of organizational trust, Aydan and Kaya [63] found a highly significant relationship between nurses' overall perception scores of ethical climates and their overall perception of organizational trust. Furthermore, there is a clear correlation between perceptions of the ethical climate and that of organizational trust. It is therefore concluded that developing perceptions of ethical climate positively contributes to increasing nurses' organizational trust. A meta-analysis by Büte [64] demonstrated that an ethical climate positively impacts all dimensions of trust in managers, trust in the organization, and trust in colleagues. The creation of an ethical climate in organizations effectively reduces uncertainty and provides employees with a secure environment.

These studies prove that nurses' perceptions of the ethical climate in their organization influence their trust in colleagues.

Hypotheses have been formulated to test the relationship between organizational ethical climates and trust in colleagues:

**H2:** *Ethical climate positively affects trust in colleagues;*

**H2a:** *Ethical climate for rules positively affects trust in colleagues;*

**H2b:** *Ethical climate for behavior positively affects trust in colleagues.*

#### 2.1.7. Trust in Colleagues and Job Satisfaction

It is a widely accepted fact that trust among nurses has a significant impact on job satisfaction. Trust among employees is essential to fostering collaboration, teamwork, and a positive work environment—all of which directly influence nurses' job satisfaction. Trust leads nurses to feel more valued and supported, which directly results in increased job satisfaction. [65,66]

A study by Gittell [67] on postoperative care in nine hospitals found that workplaces where employees trust each other exhibit higher job satisfaction, customer satisfaction, and performance levels. Another study by Top [68] on 254 nurses in five training and research hospitals in Istanbul revealed that organizational trust has a significant effect on job satisfaction. Karagöz and Erdoğan [66] found a statistically significant and positive relationship between organizational trust and job satisfaction in their study. Finally, Türe and Akkoç's [65] study on 352 nurses working in a university hospital determined that perceived organizational trust significantly influences job satisfaction in a positive way.

These studies indicate that trust in colleagues among nurses working in healthcare institutions affects job satisfaction.



To test the relationship between trust in colleagues and job satisfaction, the following hypothesis has been formulated:

**H3:** *Trust in colleagues positively affects job satisfaction.*

Furthermore, the evidence shows that trust in colleagues plays a mediating role in the relationship between organizational ethical climate and job satisfaction. The literature is lacking in information about the mediating effect of trust in colleagues. Based on this need, hypotheses have been formulated to test the mediating effect of trust in colleagues on the relationship between the organizational ethical climate and job satisfaction.

**H4:** *Trust in colleagues is a mediator between ethical climate and job satisfaction;*

**H4a:** *Trust in colleagues is a mediator between ethical climate for rules and job satisfaction;*

**H4b:** *Trust in colleagues is a mediator between ethical climate for behavior and job satisfaction.*

## 2.2. Methods

### 2.2.1. Design

This research employed a cross-sectional design to explore the mediating effect of trust in colleagues on the relationship between the ethical climate and job satisfaction among nursing staff.

### 2.2.2. Sampling and Participants

The target population for this research consisted of nurses working in hospitals in Mersin. The total population of eligible nurses was approximately 6000 individuals. From this population, a sample size of 361 participants was determined using a margin of error of 5% and a confidence level of 95%, following the guidelines of Sekaran and Bougie [69]. An initial approach was made to 500 nurses to ensure an adequate sample size. After removing the incomplete questionnaires, 407 participant questionnaires were found suitable for analysis. The demographic characteristics of the participants indicated that 52.6% were female ( $n = 214$ ), 53.8% were university graduates ( $n = 219$ ), 55.3% were public sector ( $n = 225$ ), and 55% were married ( $n = 224$ ). The mean of their working years was  $7.48 \pm 0.28$ , ranging from 1 to 33. The average age of the nurses was  $34.64 \pm 8.17$ , ranging from 19 to 58.

### 2.2.3. Instruments

The research data were collected using a number of scales and a form, including a personal information form, an ethical climate scale, a job satisfaction scale, and a trust in colleagues scale.

The Ethical Climate Scale—the “Organizational Ethical Climate Scale” (9 items)—which consists of two dimensions, namely rules-oriented climate and behavior-oriented climate, developed by Çalışkan [14], was employed in the study to measure the perception of the organizational ethical climate among nurses.

The job satisfaction scale used was as follows: a 5-item scale developed by Judge et al. [70] was used to measure job satisfaction among nurses.

The trust in colleagues’ scale used was as follows: a 7-item scale developed by Çalışkan [14] was used to measure the perception of trust in colleagues among nurses.

The data were collected in the research model using a 5-point Likert scale. The scale ranged from 1, which signified ‘strongly disagree’, to 5, which indicated ‘strongly agree’. This allowed participants to express their level of agreement on a graduated scale. We can confirm the reliability of all the scales used in the study. Each scale’s Cronbach’s alpha value is above the generally accepted threshold of 0.7, as suggested by Hair et al. in 2013 [71] (Table 1).

#### 2.2.4. Data Collection

The methodology for gathering data in this study involved the utilization of a self-report survey questionnaire, which was administered to nursing staff. Participants were selected using a convenience sampling approach. Those who met the criteria and expressed willingness to take part were included. After removing incomplete questionnaires, we analyzed a total of 407 fully completed, valid questionnaires. This survey was conducted between September and November 2023.

#### 2.2.5. Ethical Considerations

The research complied with all ethical standards and received approval from the Health Science Research Ethics Committee. All participants provided informed consent and the institution granted the necessary permissions for the research to be conducted.

### 3. Results

#### 3.1. Common Method Bias

It is important to note that the methodology employed in this study, which involved collecting all data from a single source through a survey method, may potentially lead to some concerns regarding the influence of common method bias on the analysis results. To address these concerns and evaluate the presence of common method bias, this study implemented Harman's single-factor test. The test involves examining the first eigenvalue derived from the data matrix via SPSS factor analysis. If the first factor accounts for a substantial portion of the total variance, then this indicates a high likelihood of common method bias. However, our analysis revealed that the first eigenvalue explains merely 49% of the total variance. This percentage falls well below the critical threshold of 50%, as delineated by Fuller et al. [72], thereby demonstrating that there is no significant issue of common method bias in this study. The findings are unlikely to have been affected by common method bias.

##### 3.1.1. Measurement Model

In this study, confirmatory factor analysis (CFA) was conducted using maximum likelihood estimation in AMOS 22 to assess the additional psychometric properties of all measures. The CFA results indicated that the measurement model exhibits acceptable fit; the fit indices are as follows:  $\chi^2/df = 4.138$ ;  $p < 0.001$ ; CFI = 0.931; TLI = 0.918; RMSEA = 0.088; SRMR = 0.054 [73]. All standardized loading estimates are statistically significant, and all standardized estimates for variables exceed 0.5. Two items from the job satisfaction variable, which had loading estimates below 0.40 and adversely affected the variable's average variance extracted (AVE) (keeping it below the 0.50 criterion), were removed. Following the removal of these items, the CFA results indicated that the AVE for each variable surpasses the recommended cutoff (0.50), providing evidence of convergent validity [71]. As shown in Table 1, the composite reliability for each variable is above 0.70, offering further evidence of convergent validity [74].

To ascertain discriminant validity, the AVE approach was adopted. As seen in Table 1, the AVE values for the variables are higher than the squares of the correlations between variables. Therefore, it can be stated that there is discriminant validity among the variables in the model.

##### 3.1.2. Descriptive Statistics

Table 1 presents the reliability, mean, standard deviation, and Pearson correlation analysis results of the data obtained from nurses regarding the variables of ethical climate, trust in colleagues, and job satisfaction.

**Table 1.** Psychometric properties and intervariable correlations of ethical climate, trust in colleagues, and job satisfaction constructs.

	M	SD	AVE	CR	CA	1	2	3	4
Ethical climate for rules	4.19	0.68	0.66	0.91	90				
Ethical climate for behavior	4.24	0.71	0.67	0.89	91	0.78 **			
Job satisfaction	3.80	0.77	0.71	0.91	91	0.60 **	0.48 **		
Trust in colleagues	3.99	0.88	0.70	0.94	94	0.59 **	0.58 **	0.69 **	

AVE = average variance extracted; CR = composite reliability; CA = Cronbach's alpha; M = mean; SD = standard deviation; \*\*  $p < 0.01$  (two-tailed).

The study revealed significant correlations among these variables. The ethical climate for rules and the ethical climate for behavior were strongly correlated ( $r = 0.78$ ,  $p < 0.01$ ), as were job satisfaction and trust in colleagues ( $r = 0.69$ ,  $p < 0.01$ ). Additionally, moderate correlations were found between the ethical climate for rules and both job satisfaction ( $r = 0.60$ ,  $p < 0.01$ ) and trust in colleagues ( $r = 0.59$ ,  $p < 0.01$ ), and between the ethical climate for behavior and both job satisfaction ( $r = 0.48$ ,  $p < 0.01$ ) and trust in colleagues ( $r = 0.58$ ,  $p < 0.01$ ). These findings suggest that perceptions of the ethical climate are strongly linked to job satisfaction and trust in colleagues.

### 3.1.3. Hypothesis Testing

This study tested mediation effects using the bootstrap approach proposed by Hayes [75]. Specifically, Model 4, which includes mediation relationships, was used. This model allows for the clear examination of total, direct, and indirect effects among the variables, with the bootstrap technique. The analysis involved 5000 resampling, a 95% symmetric confidence interval, and a 95% confidence interval corrected for deviation.

The hypotheses were tested using two models (referenced in Table 2). The first model included the ethical climate for rules as a predictor, trust in colleagues as a mediator, and job satisfaction as the outcome. The ethical climate for rules had a significant and positive effect on trust in colleagues ( $\beta = 0.59$ ;  $p < 0.001$ ). Moreover, trust in colleagues significantly and positively affected job satisfaction ( $\beta = 0.52$ ;  $p < 0.001$ ). The total effect ( $\beta = 0.60$ ;  $p < 0.001$ ), direct effect ( $\beta = 0.29$ ;  $p < 0.001$ ), and indirect effect ( $\beta = 0.30$ ; CI [0.2363, 0.3817]) of the ethical climate for rules on job satisfaction were significant. These findings supported hypotheses H1a, H2a, H3, and H4a.

**Table 2.** Total, direct, and indirect effects.

Model 1	Ethical Climate for Rules (X), Trust in Colleagues (M), Job Satisfaction (Y)					
	$\beta$	se	t	p	LLCI	ULCI
Total Effect	0.5965	0.0519	14.9096	0.0000	0.6714	0.8753
Direct Effect	0.2923	0.0552	6.8679	0.0000	0.2704	0.4873
	$\beta$	BootSE	BootLLCI	BootULCI		
Indirect Effect	0.3043	0.0371	0.2363	0.3817		
Model 2	Ethical climate for behavior (X); trust in colleagues (M); job satisfaction (Y)					
	$\beta$	se	t	p	LLCI	ULCI
Total Effect	0.4818	0.0546	10.9981	0.0000	0.4930	0.7076
Direct Effect	0.1270	0.0549	2.8849	0.0041	0.0504	0.2661
	$\beta$	BootSE	BootLLCI	BootULCI		
Indirect Effect	0.3548	0.0405	0.2794	0.435		

X = independent variable; Y = dependent variable; M = mediating variable;  $\beta$  = standardized coefficients; BootLLCI = lower limit of the bootstrap confidence interval with %95; BootULCI = upper limit of the bootstrap confidence interval with %95; bootstrap sampling size = 5000.

The second model included the ethical climate for behavior as a predictor, trust in colleagues as a mediator, and job satisfaction as the outcome. The ethical climate for behavior had a significant and negative effect on trust in colleagues ( $\beta = -0.58$ ;  $p < 0.001$ ).



Trust in colleagues significantly and positively affected job satisfaction ( $\beta = 0.62$ ;  $p < 0.001$ ). The total effect ( $\beta = 0.48$ ;  $p < 0.001$ ), direct effect ( $\beta = 0.13$ ;  $p < 0.01$ ), and indirect effect ( $\beta = 0.35$ ; CI [0.2794, 0.4358]) of the ethical climate for behavior on job satisfaction were significant. Accordingly, hypotheses H1b, H2b, H3, and H4b were supported.

Therefore, it can be inferred that both of the subdimensions of the ethical climate—for rules and for behavior—indirectly affect job satisfaction through trust in colleagues. Based on these findings, it is concluded that the mediation hypothesis 4 was supported.

#### 4. Conclusions

This study presents applied research conducted on nurses working in Mersin to investigate the impact of ethical climate on job satisfaction and the mediating role of trust in colleagues in this relationship. The study employed regression analysis to examine the effects of the included variables on job satisfaction. The findings of this research provide clear evidence of the explanatory relationship between the ethical climate and job satisfaction among nurses.

The establishment of a positive organizational climate will enable employees to perceive that the organization cares about them, thus strengthening their emotional state. This perception will in turn be reflected upon and reinforced by the organization as a positive emotional state is conducive to a productive work environment [76,77]. The results of the analysis clearly show that both rule-based and behavior-based ethical climates are significantly associated with job satisfaction, positively influencing job satisfaction levels. This finding aligns with similar studies [55–60,66,78,79], which emphasize the importance of the ethical climate as a resource in enhancing nurses' job satisfaction and the effective functioning of healthcare institutions. The indirect effects in the research model were examined, and it was found that the organizational ethical climate and its subdimensions, the ethical climate for rules and the ethical climate for behavior, had a significant effect on job satisfaction in the same direction. This was realized through trust in colleagues. This result proves that a strong ethical climate within the organization, along with the perception of trust in colleagues, increases job satisfaction among employees. The ethical climate directly affects employees' willingness to comply with ethical rules and values while conducting their jobs. This climate encourages employees to comply with ethical rules and values while conducting their jobs. This will enable employees to work more efficiently and effectively. For instance, if the ethical climate is strong in a healthcare facility, employees will naturally prioritize complying with ethical rules, such as protecting patients' privacy. This will undoubtedly improve the quality of patient care. It is therefore to be expected that nurses who embrace ethical climates and strive to implement these rules and behaviors in healthcare institutions will experience higher job satisfaction. This proposition is supported by the research findings.

The empirical analysis results provide a foundation for future research and the sustainable development of healthcare sector, as well as indicating potential avenues for further investigation. The following paragraphs present a summary of the conclusions.

#### *Practical Implications*

The main objective of this study is to explore and determine how an organizational ethical climate impacts job satisfaction of nurses and the mediating role of trust in colleagues in this relationship.

First, the study revealed a clear and positive correlation between trust in colleagues and both rule-based and behavior-based ethical climates, as well as job satisfaction. This observation is consistent with previous research [63,64,67,68,80–83], which clearly demonstrates that ethical climate plays a crucial role in fostering trust among nurses, thereby enhancing job satisfaction. This emphasizes the crucial importance of fostering attitudes and behaviors conducive to trust among employees to elevate job satisfaction levels. In their study, Wang and Hasieh [84] demonstrated that employees who perceive their organizations to exhibit care-oriented behaviors are more satisfied with their jobs. It is recommended

that businesses implement strategies to foster a caring atmosphere among their employees by demonstrating their commitment to the wellbeing of their staff, including the provision of adequate benefits for their managers. It can be suggested that healthcare organizations engage their employees in ethical decision-making processes to cultivate an ethical work environment characterized by independence and transparency. Additionally, companies can establish clear guidelines and procedures for employees to adhere to, thereby reinforcing a perception of a principled and fair employee–employer relationship. This can further foster an ethical climate.

Secondly, it has been hypothesized that the impact of an ethical climate on nurses' job satisfaction is mediated by certain variables. This study investigates whether trust in colleagues plays a mediating role in the relationship between ethical climates and job satisfaction. The findings clearly show that trust in colleagues is the mediator in the relationship between ethical climates and job satisfaction. It is clear that a positive ethical climate perception also positively influences trust in colleagues. Nurses will experience increased trust and collaborate better when working in an environment with high ethical values. This will enhance productivity and raise the quality of patient care. In their study, Nedkovski et al. [36] proposed that managers seeking to foster trust within the organization and among supervisors should prioritize organizational interventions designed to cultivate a benevolent organizational ethical climate. Conversely, managers aiming to cultivate trust among colleagues should prioritize organizational interventions designed to foster a principled organizational ethical climate. In practice, these findings have value because they provide managers with a framework for developing realistic expectations about the trust-related effects of their interventions on the ethical climate of their organizations. It is therefore proposed that, in addition to the positive correlation between the ethical climate and the sense of trust, the configuration of ethical climate models within the organization is also influential in the formation of the sense of trust. It is therefore recommended that managers take the necessary measures in this regard. It is believed that it is of significant importance to guarantee internal communication during the implementation of the recommended measures. Organizational climates that are more principle-oriented or have established mechanisms for integrating and coordinating the activities of various subcultures are more conducive to effective communication [85].

In this context, it is imperative that contemporary health policymakers and administrators develop policies and practices that promote ethical climates in healthcare institutions. These policies and practices must promote ethical values, reward appropriate behavior, and penalize misconduct in order to foster an ethical climate. Healthcare organizations must regularly inform nurses and other employees about policies and practices that promote ethical climates. This will facilitate their understanding of ethical values, practices, and policies. Furthermore, raising employees' awareness of ethical issues will help to develop ethical climates. It is crucial to create an ideal environment for addressing the key components of ethical climates within hospital contexts to ensure high-quality care [86].

These results provide clear policy recommendations for health politicians and managers. Specific policy tools must be created, including training programs, policy guidelines, and performance measures, to improve the ethical climate in healthcare institutions. Management must provide ongoing training and guidance to employees to ensure they comply with standards of ethical conduct and reflect the organization's values. Furthermore, a reporting and resolution system for ethical concerns must be established and consistently applied. Within the organization, employees must be encouraged to act with honesty, fairness, and in accordance with professional standards. These policies must include clear procedures and sanctions for combating unethical behavior. Furthermore, the organization must prioritize the implementation of robust privacy and confidentiality policies to guarantee that employees operate in a secure and ethical environment.

Finally, as is the case with every study, this one has some limitations. The focus on the healthcare sector represents a significant constraint. Including other sectors in future research will undoubtedly lend greater significance to the findings. Another limitation is that the organizational trust scale only includes trust in colleagues. Future studies should

include trust in the organization and trust in managers along with other related variables to gain more comprehensive insights. Furthermore, the cross-sectional nature of the study represents a significant limitation. Longitudinal studies with data collected at intermittent time intervals will provide more explanatory results.

**Author Contributions:** Conceptualization, A.Ç. and Ö.K.; methodology, İ.A.; software, İ.A.; validation, İ.A.; formal analysis, İ.A.; resources, A.Ç. and Ö.K.; data curation, A.Ç.; writing—original draft preparation, A.Ç., Ö.K. and Ö.T.; writing—review and editing, Ö.T., M.Ç.A., C.K., G.G. and H.A.; supervision, A.Ç. and Ö.T. All authors have read and agreed to the published version of the manuscript.

**Funding:** This research received no external funding.

**Institutional Review Board Statement:** The study was approved by the Ethics Committee of Toros University (protocol code 117 and 24.06.2022).

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors on request.

**Conflicts of Interest:** The authors declare no conflicts of interest.

## References

1. Silva, A.J.; Burgette, A.R.; da Costa, J.F. Toward a Sustainable World: Affective Factors Explain How Emotional Salary Influences Different Performance Indicators. *Sustainability* **2024**, *16*, 2198. [\[CrossRef\]](#)
2. Saputra, F.; Rizky Mahaputra, M. Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti Int. J. Manag. Sci.* **2022**, *3*, 762–772. [\[CrossRef\]](#)
3. Dodanwala, T.C.; Santoso, D.S.; Yukongdi, V. Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *Int. J. Constr. Manag.* **2022**, *23*, 2583–2592. [\[CrossRef\]](#)
4. Huynh, C.M.; Nguyen, C.H.; Le, K.N.D.; Tran, P.T.N.; Nguyen, P.M. Job Satisfaction within the Grassroots Healthcare System in Vietnam's Key Industrial Region—Binh Duong Province: Validating the Vietnamese Version of the Minnesota Satisfaction Questionnaire Scale. *Healthcare* **2024**, *12*, 432. [\[CrossRef\]](#) [\[PubMed\]](#)
5. Noh, Y.G.; Kim, S.Y. Factors of Hospital Ethical Climate among Hospital Nurses in Korea: A Systematic Review and Meta-Analysis. *Healthcare* **2024**, *12*, 372. [\[CrossRef\]](#) [\[PubMed\]](#)
6. Abadiga, M.; Nemera, G.; Hailu, E.; Mosisa, G. Relationship between nurses' perception of ethical climates and job satisfaction in Jimma University Specialized Hospital, Oromia region, south west Ethiopia. *BMC Nurs.* **2019**, *18*, 1–10. [\[CrossRef\]](#) [\[PubMed\]](#)
7. Mathew, J.; Wesarat, P.-O. Linking Ethical Standards for Healthcare Professionals with Indian Cultural Values. *Asia Pac. J. Health Manag.* **2021**, *16*, 49–58. [\[CrossRef\]](#)
8. Sommer, D.; Wilhelm, S.; Wahl, F. Nurses' Workplace Perceptions in Southern Germany—Job Satisfaction and Self-Intended Retention towards Nursing. *Healthcare* **2024**, *12*, 172. [\[CrossRef\]](#)
9. Antoniadou, M.; Mangoulia, P.; Myrianthefs, P. Quality of Life and Wellbeing Parameters of Academic Dental and Nursing Personnel vs. Quality of Services. *Healthcare* **2023**, *11*, 2792. [\[CrossRef\]](#) [\[PubMed\]](#)
10. Cullen, J.B.; Victor, B.; Stephens, C. An ethical weather report: Assessing the organization's ethical climate. *Organ. Dyn.* **1989**, *18*, 50–62. [\[CrossRef\]](#)
11. Cullen, J.B.; Parboteeah, K.P.; Victor, B. The effects of ethical climates on organizational commitment: A two-study analysis. *J. Bus. Ethics* **2003**, *46*, 127–141. [\[CrossRef\]](#)
12. Khanam, Z.; Tarab, S.; Khan, Z. Examining the link between responsible leadership and employee sustainable performance: The mediating role of ethical climate. *J. Econ. Adm. Sci.* **2023**, *ahead-of-print*. [\[CrossRef\]](#)
13. Bahar, E.; Köroğlu, E. Human Resources Competencies and the Mediation Role of the Organizational Climate. *Bus. Manag. Stud. Int. J.* **2020**, *8*, 993–1014. [\[CrossRef\]](#)
14. Çalışkan, A. Örgütsel Etik İklimi: Bir Ölçek Geliştirme Çalışması. *Uluslararası İktisadi Ve İdari Bilim. Derg.* **2022**, *8*, 34–54. [\[CrossRef\]](#)
15. Newman, A.H.; Kiazad, K.; Miao, Q.; Cooper, B. Examining the cognitive and affective trust-based mechanisms underlying the relationship between ethical leadership and organisational citizenship: A case of the head leading the heart? *J. Bus. Ethics* **2014**, *123*, 113–123. [\[CrossRef\]](#)
16. Schwepker, C.H.; Hartline, M.D. Managing the Ethical Climate of Customer-Contact Service Employees. *J. Serv. Res.* **2005**, *7*, 377–397. [\[CrossRef\]](#)
17. Mulki, J.P.; Lassak, F.G. An Exploration of the Combined Impact of Ethical Climate and Work Locus of Control on Job Performance and Turnover Intentions: An Abstract. Finding New Ways to Engage and Satisfy Global Customers. In *Developments in Marketing*

- Science: Proceedings of the Academy of Marketing Science, Proceedings of the AMSWMC 2018, Edinburgh, UK, 9–12 July 2018; Rossi, P., Krey, N., Eds.; Springer: Cham, Switzerland, 2019. [CrossRef]
18. Bulcke, B.V.D.; The DISPROPRICUS Study Group of the Ethics Section of the ESICM; Metaxa, V.; Reyners, A.K.; Rusinova, K.; Jensen, H.I.; Malmgren, J.; Darmon, M.; Talmor, D.; Meert, A.-P.; et al. Ethical climate and intention to leave among critical care clinicians: An observational study in 68 intensive care units across Europe and the United States. *Intensive Care Med.* **2019**, *46*, 46–56. [CrossRef] [PubMed]
  19. Ryu, K. Empirical Analysis of Organizational Ethical Climate, Organizational Commitment and Job Performance in JFMEs in China. In *The Impact of Organizational Ethical Climate on Organizational Commitment and Job Performance*; Springer: Singapore, 2020. [CrossRef]
  20. Colquitt, J.A.; Scott, B.A.; LePine, J.A. Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *J. Appl. Psychol.* **2007**, *92*, 909–927. [CrossRef] [PubMed]
  21. Singh, U.; Srivastava, K.B. Organizational trust and organizational citizenship behaviour. *Glob. Bus. Rev.* **2016**, *17*, 594–609. [CrossRef]
  22. Nienaber, A.I.; Holtgrave, M.; Biron, M.; Baumeister, V.M.; Nayir, D.Z.; Schewe, G. Trickle-down effect of organizational trust on co-worker trust: The moderating role of cultural dissimilarity and relationship length. *Eur. Manag. Rev.* **2022**, *20*, 97–112. [CrossRef]
  23. Blomqvist, K. The many faces of trust. *Scand. J. Manag.* **1997**, *13*, 271–286. [CrossRef]
  24. Macmillan, R.; Meyer, M.; Northfield, S. Trust and Its Role in Principal Succession: A Preliminary Examination of a Continuum of Trust. *Leadersh. Policy Sch.* **2005**, *3*, 275–294. [CrossRef]
  25. Ng, K.Y.N. Effects of organizational culture, affective commitment and trust on knowledge-sharing tendency. *J. Knowl. Manag.* **2022**, *27*, 1140–1164. [CrossRef]
  26. Chudzicka-Czupala, A.; Grabowski, D.; Czerw, A.; Stasiła-Sieradzka, M. Assessment of worklife areas, trust in supervisor and interpersonal trust as conditions of severity of stress at work. *Int. J. Occup. Med. Environ. Health* **2022**, *35*, 719–730. [CrossRef]
  27. Halbesleben, J.R.B.; Wheeler, A.R. To Invest or Not? The Role of Coworker Support and Trust in Daily Reciprocal Gain Spirals of Helping Behavior. *J. Manag.* **2012**, *41*, 1628–1650. [CrossRef]
  28. Halici, M. Sağlık çalışanlarında örgütsel güven. *J. Manag. Econ. Res.* **2015**, *13*, 180. [CrossRef]
  29. Çalışkan, A.; Akkoç, İ. *Kuruma Duyulan Güven*; Davranış, İ.Ö., Ed.; Turunç ve Turgut, Siyasal Kitabevi: Ankara, Turkey, 2020.
  30. Shockley-Zalabak, P.; Ellis, K.; Winograd, G. Organizational trust: What it means, why it matters. *Organ. Dev. J.* **2000**, *18*, 35–48.
  31. Mayer, R.C.; Davis, J.H.; Schoorman, F.D. An Integrative Model of Organizational Trust. *Acad. Manag. Rev.* **1995**, *20*, 709–734. [CrossRef]
  32. Turunç, Ö.; Çelik, M. İş Tatmini-Kişî-Örgüt Uyumu ve Amire Güven-Kişî Örgüt Uyumu İlişkisinde Dağıtım Adaletinin Düzenleyici Rolü. *ISGUC J. Ind. Relat. Hum. Resour.* **2012**, *14*, 57–78.
  33. Çalışkan, A. Örgütsel Güven: Bir Ölçek Geliştirme Çalışması. *Antalya Bilim Üniversitesi Uluslararası Sos. Bilim. Derg.* **2021**, *2*, 42–59.
  34. Fukuyama, F. Social capital, civil society and development. *Third World Q.* **2001**, *22*, 7–20. [CrossRef]
  35. Casimir, G.; Lee, K.; Loon, M. Knowledge sharing: Influences of trust, commitment and cost. *J. Knowl. Manag.* **2012**, *16*, 740–753. [CrossRef]
  36. Nedkovski, V.; Guerci, M.; De Battisti, F.; Siletti, E. Organizational ethical climates and employee's trust in colleagues, the supervisor, and the organization. *J. Bus. Res.* **2017**, *71*, 19–26. [CrossRef]
  37. Tu, Y.; Zhang, Y.; Lu, X.; Wang, S. Differentiating two facets of trust in colleagues: How ethical leadership influences cross-team knowledge sharing. *Leadersh. Organ. Dev. J.* **2020**, *41*, 88–100. [CrossRef]
  38. Robbins, S.P.; Judge, T.A. *Örgütsel Davranış, Çev*; Erdem, İ., Ed.; Nobel Yay: Ankara, Turkey, 2012.
  39. Winkelhaus, S.; Grosse, E.H.; Glock, C.H. Job satisfaction: An explorative study on work characteristics changes of employees in Intralogistics 4.0. *J. Bus. Logist.* **2022**, *43*, 343–367. [CrossRef]
  40. Gordon, V. Exploring the Job Satisfaction of Municipal Clerks. *Rev. Public Pers. Adm.* **2011**, *31*, 190–208. [CrossRef]
  41. Williams, L.J.; Anderson, S.E. Job Satisfaction and Organizational Commitment as Predictors of Organizational citizenship and in-role Behaviors. *J. Manag.* **1991**, *17*, 601–617. [CrossRef]
  42. Lim, S. Job satisfaction of information technology workers in academic libraries. *Libr. Inf. Sci. Res.* **2008**, *30*, 115–121. [CrossRef]
  43. Öktem, Ş.; Kızıltan, B.; Öztoprak, M. Örgütsel Güven İle Örgüt İkliminin Örgütsel Özdeşleşme, İş Tatmini Ve İşten Ayrılma Niyeti Üzerine Etkileri: Otel İşletmelerinde Bir Uygulama. *İşletme Araştırmaları Derg.* **2021**, *8*, 162–186. Available online: <https://isarder.org/index.php/isarder/article/view/350> (accessed on 12 February 2024).
  44. İşcan, Ö.F.; Sayın, U. Örgütsel adalet, iş tatmini ve örgütsel güven arasındaki ilişki. *Atatürk Üniversitesi İktisadi Ve İdari Bilim. Derg.* **2011**, *24*, 195–216.
  45. Dorta-Afonso, D.; Romero-Domínguez, L.; Benítez-Núñez, C. It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *Int. J. Hosp. Manag.* **2023**, *108*, 103364. [CrossRef]
  46. Çalışkan, A.İ.; Bekmezc, M. Aşırı iş yükünün işten ayrılma niyetine etkisinde iş tatmini ve yaşam tatmininin rolü, sağlık kurumu çalışanları örneği. *Adıyaman Üniversitesi Sos. Bilim. Enstitüsü Derg.* **2019**, *31*, 381–431. [CrossRef]
  47. Çekmecelioglu, H.G.; Günsel, A. Rol Stresi Kaynaklarının İş Tutumları Açısından Değerlendirilmesi: Kimya Sektöründe Bir Uygulama. *Organ. Ve Yönetim Bilim. Derg.* **2011**, *3*, 33–43.



48. Kerndgern, N.; Thanitbenjasith, P. Influence of contemporary leadership on job satisfaction, organizational commitment, and turnover intention. *Int. J. Eng. Bus. Manag.* **2017**, *9*, 1847979017723173. [\[CrossRef\]](#)
49. Alanazi, R.; Bahari, G.; Alzahrani, Z.A.; Alhaidary, A.; Alharbi, K.; Albagawi, B.S.; Alanazi, N.H. Exploring the Factors behind Nurses' Decision to Leave Clinical Practice: Revealing Causes for Leaving and Approaches for Enhanced Retention. *Healthcare* **2023**, *11*, 3104. [\[CrossRef\]](#) [\[PubMed\]](#)
50. Irvine, D.M.; Leatt, P.; Evans, M.G.; Baker, G. Cognitive and Behavioral Outcomes of Quality Improvement Teams: The Influence of Leadership and the Work Unit Environment. *J. Qual. Manag.* **1999**, *4*, 167–184. [\[CrossRef\]](#)
51. Suominen, T.; Leino-Kilpi, H.; Merja, M.; Doran, D.; Puukka, P. Staff Empowerment in Finnish Intensive Care Units. *Intensiv. Crit. Care Nurs.* **2001**, *17*, 341–347. [\[CrossRef\]](#) [\[PubMed\]](#)
52. Kuokkanen, L.; Leino-Kilpi, H.; Katajisto, J. Do Nurses Feel Empowered? Nurses' Assessments of Their Own Qualities and Performance with Regard to Nurse Empowerment. *J. Prof. Nurs.* **2002**, *18*, 328–335. [\[CrossRef\]](#) [\[PubMed\]](#)
53. Kathleen, K.; Ferris, G.R.; Hochwarter, W.A.; Douglas, C.L.; Ammeter, A.P. Leader Political Skill and Team Performance. *J. Manag.* **2004**, *30*, 309–327.
54. Akkoç, İ.; Çalışkan, A.; Turunç, Ö. Örgütlerde Gelişim Kültürü ve Algılanan Örgütsel Desteğin İş Tatmini ve İş Performansına Etkisi: Güvenin Aracılık Rolü. *Yönetim Ve Ekon. Derg.* **2012**, *19*, 105–135.
55. Özden, D.; Arslan, G.G.; Ertugrul, B.; Karakaya, S. The effect of nurses' ethical leadership and ethical climate perceptions on job satisfaction. *Nurs. Ethics* **2017**, *26*, 1211–1225. [\[CrossRef\]](#) [\[PubMed\]](#)
56. Asgari, S.; Shafipour, V.; Taraghi, Z.; Yazdani-Charati, J. Relationship between moral distress and ethical climate with job satisfaction in nurses. *Nurs. Ethics* **2017**, *26*, 346–356. [\[CrossRef\]](#) [\[PubMed\]](#)
57. Borhani, F.; Jalali, T.; Abbaszadeh, A.; Haghdooost, A.A.; Amiresmaili, M. Nurses' perception of ethical climate and job satisfaction. *J. Med. Ethics Hist. Med.* **2012**, *5*, 6. [\[PubMed\]](#)
58. Hashish, E.A.A. Relationship between ethical work climate and nurses' perception of organizational support, commitment, job satisfaction and turnover intent. *Nurs. Ethics* **2015**, *24*, 151–166. [\[CrossRef\]](#) [\[PubMed\]](#)
59. Jang, Y.; Oh, Y. Impact of ethical factors on job satisfaction among Korean nurses. *Nurs. Ethics* **2017**, *26*, 1186–1198. [\[CrossRef\]](#) [\[PubMed\]](#)
60. Ozdoba, P.; Dziurka, M.; Pilewska-Kozak, A.; Dobrowolska, B. Hospital Ethical Climate and Job Satisfaction among Nurses: A Scoping Review. *Int. J. Environ. Res. Public Health* **2022**, *19*, 4554. [\[CrossRef\]](#) [\[PubMed\]](#)
61. Decoster, S.; Stouten, J.; Tripp, T.M. When employees retaliate against self-serving leaders: The influence of the ethical climate. *J. Bus. Ethics* **2019**, *168*, 195–213. [\[CrossRef\]](#)
62. Nasser, F.; Yahaya, S.; Tan MB, A.; Hussain, A.I.; Ahmad, B.N. Influence of Ethical Environment, Ethical Leadership, and Organizational Trust on Employee Engagement of the Construction Company in Malaysia. *Electron. J. Bus. Manag.* **2023**, *8*, 24–31.
63. Aydan, S.; Kaya, S. Hemşirelerin Etik İklim Algılarının Örgütsel Güven Düzeyleri Üzerindeki Etkisi. *Hacet. Sağlık İdaresi Derg.* **2018**, *21*, 199–216.
64. Büte, M. Etik İklim, Örgütsel Güven ve Bireysel Performans Arasındaki İlişki. *Atatürk Üniversitesi İktisadi Ve İdari Bilim. Derg.* **2011**, *25*, 171–192.
65. Türe, A.; Akkoç, İ. Hemşirelerde Çalışma Ortamında Algılanan Güvenin İş Doyumu Düzeylerine Etkisi. *Türk Sos. Bilim. Araştırmaları Derg.* **2020**, *5*, 139–155.
66. Karagöz, H.; Erdoğan, P. Örgütsel Güvenin İş Tatminine Etkisi: Sağlık Sektöründe Bir Uygulama. *Uluslararası Sağlık Yönetimi Ve Strat. Araştırma Derg.* **2023**, *9*, 361–374.
67. Gittell, J.H. Relationships between Service Providers and Their Impact on Customers. *J. Serv. Res.* **2002**, *4*, 299–311. [\[CrossRef\]](#)
68. Top, M. Hekim ve hemşirelerde örgütsel bağlılık, örgütsel güven ve iş doyumunu profili/The profile of physicians' and nurses' organizational commitment, organizational trust and job satisfaction. *Istanb. Bus. Res.* **2012**, *41*, 258.
69. Sekaran, U.; Bougie, R. *Research Methods for Business: A Skill Building Approach*; John Wiley & Sons: Hoboken, NJ, USA, 2016.
70. Judge, T.A.; Woolf, E.F.; ve Hurst, C. Is Emotional Labor More Difficult For Some Than For Others? A Multilevel, Experience-Sampling Study. *Pers. Psychol.* **2009**, *62*, 57–88. [\[CrossRef\]](#)
71. Hair, J.F.; Black, W.C.; Babin, B.J.; Anderson, R.E.; Tatham, R.L. *Multivariate Data Analysis*, 7th ed.; Pearson New International Edition, Pearson Education Ltd.: London, UK, 2013.
72. Fuller, C.M.; Simmering, M.J.; Atinc, G.; Atinc, Y.; Babin, B.J. Common methods variance detection in business research. *J. Bus. Res.* **2016**, *69*, 3192–3198. [\[CrossRef\]](#)
73. Kline, R.B. *Principles and Practice of Structural Equation Modeling*, 2nd ed.; The Guilford Press: New York, NY, USA, 2005.
74. Fornell, C.; Larcker, D.F. Evaluating structural equation models with unobservable variables and measurement error. *J. Mark. Res.* **1981**, *18*, 39–50. [\[CrossRef\]](#)
75. Hayes, A.F. *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, 3rd ed.; The Guilford Press: New York, NY, USA; London, UK, 2022.
76. Zhang, Y.J.; Jiang, X.Y.; Zhao, G.X. The Relationship between Ethical Climate and Unethical Pro-Organizational Behavior: Moral Justification as a Mediator. *J. Psychol. Sci.* **2017**, *40*, 1189–1194.
77. Cai, H.; Zhu, L.; Jin, X. Construed Organizational Ethical Climate and Whistleblowing Behavior: The Moderated Mediation Effect of Person–Organization Value Congruence and Ethical Leader Behavior. *Behav. Sci.* **2024**, *14*, 293. [\[CrossRef\]](#) [\[PubMed\]](#)



78. Palazoğlu, C.A.; Koç, Z. Ethical sensitivity, burnout, and job satisfaction in emergency nurses. *Nurs. Ethics* **2017**, *26*, 809–822. [\[CrossRef\]](#)
79. Auzoult, L.; Mazilescu, C.-A. Ethical Climate as Social Norm: Impact on Judgements and Behavioral Intentions in the Workplace. *Int. J. Environ. Res. Public Health* **2021**, *18*, 6006. [\[CrossRef\]](#) [\[PubMed\]](#)
80. Silverman, H.; Wilson, T.; Tisherman, S.; Kheirbek, R.; Mukherjee, T.; Tabatabai, A.; McQuillan, K.; Hausladen, R.; Davis-Gilbert, M.; Cho, E.; et al. Ethical decision-making climate, moral distress, and intention to leave among ICU professionals in a tertiary academic hospital center. *BMC Med. Ethics* **2022**, *23*, 1–15. [\[CrossRef\]](#) [\[PubMed\]](#)
81. Altaş, S.S.; Kuzu, A. Örgütsel Etik, Örgütsel Güven ve Bireysel İş Performansı Arasındaki İlişki: Okul Öncesi Öğretmenleri Üzerinde Bir Araştırma. *Elektron. Mesleki Gelişim Ve Araştırmalar Derg.* **2013**, *1*, 29–41.
82. Erdem, A.T. Örgütsel etik iklim algısının çalışan sesliliği davranışına etkisinde psikolojik güvenliğin aracı etkisi: Vakıf üniversitelerine yönelik bir araştırma. *Selçuk Üniversitesi Sos. Bilim. Mesl. Yüksekokulu Derg.* **2021**, *24*, 57–70. [\[CrossRef\]](#)
83. Daştan, B.; Akçakaya Can, A.; Demirağ, H.; Hintistan, S. Hemşirelerin Profesyonel Değerler Algısı Ve Etkileyen Faktörlerin İncelenmesi. *Johufon* **2023**, *10*, 16–23.
84. Wang, Y.-D.; Hsieh, H.-H. Toward a Better Understanding of the Link Between Ethical Climate and Job Satisfaction: A Multilevel Analysis. *J. Bus. Ethics* **2011**, *105*, 535–545. [\[CrossRef\]](#)
85. Ruppel, C.P.; Harrington, S.J. The Relationship of Communication, Ethical Work Climate, and Trust to Commitment and Innovation. *J. Bus. Ethics* **2000**, *25*, 313–328. [\[CrossRef\]](#)
86. Sillero, A.S.; Margañon, R.A.; Moreno-Segura, N.; Carrasco, J.J.; Atef, H.; Margañon, S.A.; Marques-Sule, E. Physiotherapists' Ethical Climate and Work Satisfaction: A STROBE-Compliant Cross-Sectional Study. *Healthcare* **2023**, *11*, 2631. [\[CrossRef\]](#)

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.