



ETHICAL CLIMATES AND JOB SATISFACTION IN SELECTED MANUFACTURING FIRMS IN ANAMBRA STATE, NIGERIA

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ABSTRACT: *Unethical practices such as embezzlement, fraudulent practices, deception, favouritism, and nepotism are continuously seen as the issues being raised by workers in the manufacturing sector. The objective of this study is to examine the relationship between ethical climate and job satisfaction in selected manufacturing companies in Anambra state. A descriptive type of survey design was utilized for the study. The population of the study involves all employees of the three selected manufacturing companies in Nigeria. The manufacturing companies include; Cutix cable Plc, Ibeto Group Plc, and Adswitch Ltd, with a total number of 398 employees. The sample size of the study stood at 200 after utilizing Taro Yamane's formula. The descriptive statistics described the sample in terms of the responses to the questions using frequencies, means and standard deviations. Regression analysis was used in testing the hypotheses. The variables of ethical climate had a significant positive relationship with supervisor, job variety and compensation.*

KEYWORDS: Ethical Climate, Job Satisfaction, Compensation, Manufacturing, Nigeria

INTRODUCTION

The manufacturing sector of the Nigerian economy has been experiencing difficult financial conditions, economic and competitive pressures that task employees as revenue generating staff. In addition, the income level of the Nigerian workers is relatively low which combined with the global recession affect their disposable income and indirectly the ability of manufacturing sector to sustain and increase the level of productivity and revenue of manufacturing companies. This espoused situation has somewhat magnified the importance of ethical work environment in satisfaction of workers in Nigerian manufacturing companies. In most developing countries like Nigeria, managers effectively play an important role in workplace ethics of organizations. However, organisational productivity could be sustained, perhaps improved only if employees are satisfied with their work. Therefore, an important aspect of organizational human resource management that connects indirectly with the prosperity of organisations is the task of securing employees' job satisfaction (Alam & Mohammad, 2011).

Job satisfaction is the extent to which employees like their jobs (Spector, 1997). Job satisfaction is very important not only for employees but also for the success of the organization because if an employee is not satisfied with his job then he will not be loyal with the organization. Job satisfaction is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism and earnings (Ellickson & Logsdon, 2001). Job satisfaction can be influenced by a variety of factors such as pay, the



work itself, supervision, relationship with co-workers, management policies and opportunities for promotion (Opkara, 2002). Although individuals might not experience a culture in their organization (Schein, 1992), all individuals experience a climate, that is, a behavioural context, which they can describe and which influences the attitudes of employees (Rousseau, 1989). Daneshfard, Rahimi & Damirchi (2011) distinguish between shared assumptions (culture) and shared perceptions (climate) and argue that culture 'informs' climate by helping individuals to define what is important and make sense of their experiences. Hence, ethical climate in an organization has been described as 'the shared perceptions of what ethically correct behaviour is and how ethical issues should be handled' (Victor & Cullen 1987).

From a symbolic integrationist's perspective, climates emerge due to an interaction between persons and might take a reality of their own through this process (Rousseau, 1989). Hence, an ethical climate is usually about standards of behaviour in the workplace as well as with customers and partners. Companies known for high ethical standards usually have an ethical code stating that they treat everyone with dignity, do not present misleading information, and strictly follow rules and regulations. The ethical climate dimensions of organization include: caring, law and code, rule, instrumentality, and independence (Victor & Cullen 1987). Thus, unethical practices can take the form of sabotage, fraudulent practices, absenteeism, and theft, among others; as organization's ethical climate was found to influence the ethicalness of organizational members (Peterson, 2002). Therefore, ethical issues in manufacturing organisations need to be taken seriously because the public expects a business to exhibit high levels of ethical standard. In view of this, this study investigates the relationship between ethical climate and job satisfaction in selected manufacturing companies in Anambra state.

Statement of the Problem

In recent years, attention has been focused on unethical behaviour of managers where workers have been exposed to a number of unethical actions of business managers. Unethical practices such as embezzlement, fraudulent practices, deception, favouritism, and nepotism are just a few of the issues recently raised by workers. Some manufacturing organizations pay attention to ethical issues because the public expects a business to exhibit high levels of ethical standard. High levels of ethical standards protect employees who work in organizations, knowing that employees dislike invasion of their privacy, being ordered to do something against their personal convictions, working under hazardous conditions, not paid as at when due or management making deduction from employee's salaries without due consultation, not allowed to act in accordance with the laid down principles, and not been part of decisions that affect the employees. These unethical conditions seem to have greatly affected the climate at which the employees operate with its attendant implications on job satisfaction.

Therefore, some of these unethical practices affect businesses in a number of ways. First, consumers could stay away from products and services of manufacturing organizations with unethical reputations. Second, some unethical practices could increase the organisation's liability, financial risk, and costs. Third, unethical climate has a pervasive effect on employees via levels of lower job satisfaction, low performance, turnover intention, and low organizational citizenship behaviour. However, organizations that treat their employees with dignity and integrity reap many rewards in the form of high morale, increased performance and productivity, decreased turnover rate, increased customer, employee satisfaction, increased company reputation and credibility. In general, most employees seem not to feel



good working for organizations that demonstrate unethical behaviours. Employees therefore, may exhibit some counterproductive work behaviours (like production deviance, sabotage, theft, or withdrawal) as a result of management unethical behaviours.

To date, many studies have been conducted on the relationship between ethical climate and job satisfaction in organizations. Variables such as personal characteristics for example, gender, age, education, religion, nationality, leadership, employment, personal beliefs and values (peer groups influence, top management influence, reward, and sanctions) have always been used to determine ethical behaviours (Koh& Boo, 2001). Investigating the relationship between ethical climate and job satisfaction in manufacturing organizations is important because it increases the understanding of factors that are associated with business ethics and ethical decision-making. At a corporate level, much can be gained from understanding the relationship between organisational ethical behaviour and its performance. On an individual level, consequences of unethical behaviour can have significant impact on job satisfaction, stress, motivation, commitment, performance, and customer satisfaction.

The present study fills the gap in existing ethics literature and also helps to improve understanding of ethical issues in Nigeria. In addition, job satisfaction is an important organizational variable to study because it is often related to employee motivation, performance, absenteeism, and turnover (Koh and Boo, 2001). Thus, it is important to examine the relationship between ethical climate and job satisfaction among employees in selected manufacturing companies in Anambra state. Thus, to add value to the current state of knowledge this study examines the ethical climate variables (caring, law and codes, rules, instrumentality, and independence) and job satisfaction variables (compensation, job variety, relationship with supervisors, relationship with co-workers and management policies) in selected manufacturing companies in Anambra state

The objective of this study is to examine the relationship between ethical climate and job satisfaction in selected manufacturing companies in Anambra state.

REVIEW OF RELATED LITERATURE

Conceptual Review

The conceptual framework for this study comes from organizational behavior. However, Victor & Cullen (1988) defined ethical climate as the persistent moral atmosphere of a social system, characterized by mutual perceptions of right and wrong, as well as common assumptions about how moral concerns should be addressed. The typology of ethical climates has three bases or criteria of moral judgment: egoism, benevolence, and principle. These form the three basic ethical climates. In an egoistic climate, company norms support the pursuit of self-interest. In the benevolent climate, company norms support maximizing the interests of a particular social group. In the principled climate, company norms support following abstract principles independent of situational outcomes. Based on the concept, the ethical climate dimension of the organization is designed as follows: caring, law and code, rule, instrumentality, and independence (Victor & Cullen, 1988). Job satisfaction refers to an employee's general attitude toward his or her job. An individual who is satisfied with his or her job holds positive attitude toward the job (Robbins, 2000). The dimensions of job

satisfaction include; compensation, job variety, relationship with supervisor, relationship with co-workers and management policies.

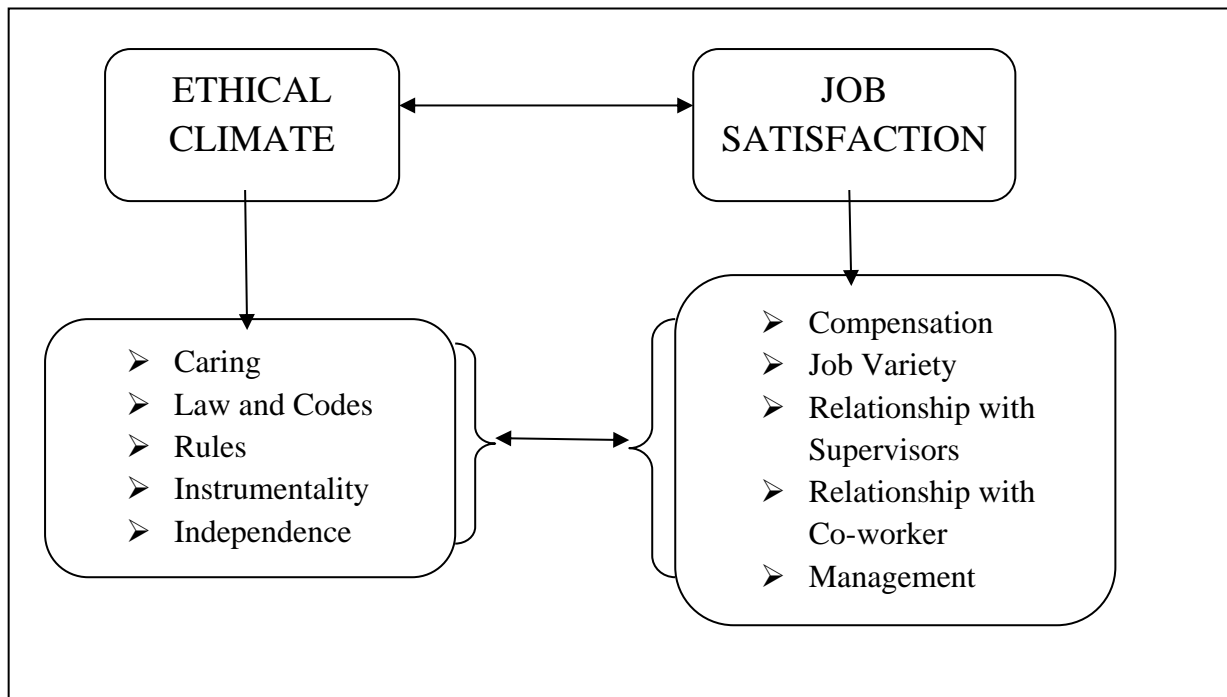


Fig: Conceptual Model of Ethical Climate and Job Satisfaction

Sources: Researcher Field Survey (2015)

Ethical Climate

Ethical climates represent a subset of the array of work climates and refer to the institutionalized organizational practices and procedures that define what is considered right or wrong within the organization (Martin & Cullen, 2006). Victor & Cullen (1988) defined ethical climate as the persistent moral atmosphere of a social system, characterised by mutual perceptions of right and wrong, as well as common assumptions about how moral concerns should be addressed. Ethical climate in organisation refers to the way in which an organisation typically handles issues such as responsibility, accountability, communication, regulations, equity, trust, and the welfare of stakeholders. Hence, an ethical climate is usually about standards of behaviour in the workplace as well as with customers and partners. Companies known for high ethical standards usually have an ethical code stating that they treat everyone with dignity, do not present misleading information, and strictly follow rules and regulations.

The Victor & Cullen (1988) typology of ethical climates has three bases or criteria of moral judgment: egoism, benevolence, and principle. These form the three basic ethical climates. In an egoistic climate, company norms support the pursuit of self-interest. In the benevolent



climate, company norms support maximizing the interests of a particular social group. In the principle climate, company norms support following abstract principles independent of situational outcomes. In addition to the three basic types of ethical climates, the Victor & Cullen (1987, 1988) typology has three loci of analysis to further distinguish the basic types of climates found in organizations. These loci of analysis were derived from sociological theories of roles and referent groups in organizations and rely on the types of referent groups used to apply the ethical criteria to decisions. The loci of analysis include individual local, and cosmopolitan referents. The individual locus of analysis refers to the use of the self as referent for moral reasoning. For the local locus of analysis, the important referent groups relate to the social systems within which individuals are embedded (Victor & Cullen, 1988). The most common local referent is the organization. Finally, the cosmopolitan locus of analysis refers to sources of moral reasoning outside of the immediate organization or group (i.e., corporation, society, or the profession).

Based on the concept, the ethical climate of the organization is designed as follows: caring, law and code, rule, instrumentality, and independence. This classification of ethical climates has been validated against various measures of organizational effectiveness. The descriptions that follow are derived from Victor & Cullen (1988).

- 1) Caring. This climate type focuses on the benevolence ethical criterion and is based on concern for others. In this atmosphere, individuals have a sincere interest in each other's well-being, as well as that of others within and outside of the organization who might be affected by their ethical decisions.
- 2) Independent. This dimension entails the principle ethical criterion. According to this dimension of ethical climate, persons act according to their own personal moral belief based upon a set of well-considered principles.
- 3) Law and Code. The law and code dimension are associated with the principle of ethical criterion. In decision making situations within a law and code climate, it is perceived that employees should make decisions based on the mandate of some external systems such as the law, or professional codes of conduct.
- 4) Rules. The rule dimension is associated with the principle ethical criterion. This dimension relates to the accepted rules of conduct determined by the firm. Organizational decisions are guided by a set of local rules or standards such as codes of conduct.
- 5) Instrumental. The instrumental climate involves the egoistic criterion and is primarily based on the maximization of self-interest. Individuals believe that decisions are made to serve the organization's interests or to provide personal benefit.

When employees perceive a caring climate, they believe that the organization's ethical policies and practices are based on an overarching concern for organizational members as well as society at large. Independent climate perceptions are based on deeply held personal moral convictions, whereas an instrumental climate prompts behaviours based on self-interest even at the expense of others (Martin & Cullen, 2006). Law and code climates are based on the belief that external codes guide ethical behaviour. Finally, the rule dimension relates to a principled climate governed by rules and regulation that guide ethical behaviour. These ethical climate dimensions have been arranged hierarchically from one with concern for



universal rights and humanity to self-interest standards. When considering the types of ethical criterion and level of analysis, an ordering of these dimensions would be from a cosmopolitan climate to individual interest climate in Table 1.

Table 1: Ordering of Ethical Climates

| | |
|---------------------------------|---|
| Higher Level of Ethical Climate | Principled cosmopolitan climate (Law and Code) |
| ↑ | Principled local climate (Rule) |
| ↑ | Benevolent local climate (Caring) |
| ↑ | Principled individual climate (Independence) |
| Lower Level of Ethical Climate | Egoistic individual climate (Instrumentality) |

Source: VanSandt, Shepard, Zappe (2006).

Factors Creating Ethical Work Climate

Leadership

The role of leadership is important for instituting standards for ethical behaviour and moral values that guide behaviour and decision making of followers (Brown, Trevino & Harrison, 2005). When the standard and values are consistently enacted and supported with organizational process, rules, and procedure, they can become an integral aspect of the organization's culture. Leaders have to create an atmosphere of fairness and trust because these aspects can result in positive organizational outcome such as reduced turnover and organizational commitment (Ambrose & Cropanzano, 2003).

Leaders must show ethical stewardship and apply it as principle to build trust within their organizations, and improve employee commitment. Caldwell, Hayes, Karri, & Bernal (2007) argue that organization with leaders who adopt ethical stewardship model of governance will have employees who have higher trust in their leaders; organization with leaders that demonstrate a commitment to employee welfare and comply with principle of ethical stewardship are more likely to have employees who view their leaders as trustworthy.

In terms of creating and establishing ethical norms in organization, the characteristic of leadership is a must to have. Leaders must be believable and competent. Leaders have been able to increase trust through behavioural and decision-making consistency. Research has shown that leaders who model ethical behaviour are the primary influence on employees' intent to behave ethically (Davis & Rothstein, 2006).

Leaders can be a role model of doing ethical behaviour (Pelletier & Bligh, 2008). Leaders must model ethical both in word and deed and should very visibly encourage, support at every level. When top leaders behave contradictory to the organization's ethical code, employees are likely to make attribution about why the leaders acted the way they did. From



the follower's perspective, the unethical conduct of leaders can create loss of trust in the leader. Leaders can be perceived hypocritical and do not model espoused ethical values. In addition, employees might feel that leadership is no longer committed to ethics. Employees also question the values of leadership and attribute the unethical decision making to variety of internal causes such as leaders cannot be trusted, leaders have no moral value and external causes such as leaders need training, and leaders have to be changed.

Empirical research suggested that the ethical work environment is influenced by organizational leaders. Schminke, Ambrose & Neubaum (2005) examined the relationship between leader moral development and the organization's ethical climate. Their results show that a leader's moral development is associated with the ethical climate in organizations. Further, the consistency between the leader's moral development and actions also is related to ethical climate. Engelbrecht, van Aswegan & Theron (2005) found that transformational leadership has a positive relationship with ethical climates in organizations. Also, Neubert, Carlson, Kacmar, Roberts & Chonko (2009) found that ethical leadership was positively related to individuals' perceptions of ethical climate. These studies lend support to the idea that ethical leaders should have a positive effect on ethical climate.

Socialization

Socialization is the process by which a new member learns and adapts to the value system, the norms, and the required behaviour patterns of an organization, society or group (Dose, 1997). Ethical work climate is work value that both new employees and existing employees must learn because ethical work climate is considered as shared values that represent a significant element of organization culture.

Socialization of ethical work climate can be in the form of organizational ethics programs. Organizational ethics program should be established as a means for employee to voice concerns in environment that is supportive of ethical inquiry (Pelletier & Bligh, 2008). Organizations have to establish programs that include some form of ethics hotlines for employees to report suspected ethical misconduct. This intervention will likely fail, however, if employees believe that nothing will come of their complaint. If the ethics hotline is to be successful in establishing a constructive environment for reporting, the organizations should make the commitment to investigate every complaint, follow up with the complaint and take every measure to ensure the reporter's identity and continued employment is protected.

Organizations also provide ethical guidance to employees; organizations have to make structural and procedural changes such as creating new ethics positions such as ethics ombudsmen and ethics committee and have increased the formalization of ethics in the form of ethics newsletter.

Corporate Ethical Code

Due to the increasing concern of the general public about ethical issues in business, organizations have to control the unethical issue through the institutionalizations of corporate ethics (Vitell & Singhapakdi, 2007). Stevens (2008) argues that corporate ethical code is written documents which attempt to state the major philosophical principles and articulate the values by the organization.



Codes articulate ethical parameters of the organization-what is acceptable and what is not. Ethical code is primarily designed to defend organizations against illegal behaviour. Ethical code can have no positive effect on organization if ethical code is only simply decorative artefact. Forced code compliance in organization is ineffective. Good ethics cannot be ordered by management (McKendall, DeMarr, & Jones-Rikkens, 2002). Code will work well if employees accept ethical code as part of the culture. Codes function not as a set of stand-alone rules but as an integrated, embedded part of a larger organization culture. Organization should build strong culture where employees embrace code, are supported and rewarded for the following the code, and observe managers and executives in the organization behaving consistently with the code.

Codes are communicated through orientation literature or posted on a company website. Codes are effective when they have features of readability, relevance, and are written with a positive tone. Formal communication is less effective than informal ways such as social norms. When managers set examples and live according to the code, other members can visualize the action. However, it is also important that managers openly discuss the principle with organizational members, engaging in both upward and downward communication about ethics. Discussion about values and debates over difficult dilemmas help organizational member realize that taking the right action often requires a long and thoughtful process (Adams & Rachman-Moore, 2004).

Job Satisfaction

Job satisfaction (JS) has captured the interest of researchers from the late 1900s. Job satisfaction can be studied using two distinct methods. Researchers using the global study of job satisfaction attempt to understand an employee's level of overall satisfaction, and researchers using the dimensional approach to job satisfaction prefer to analyze the many work facets that can influence a person's level of satisfaction (Glick, 1992). Overall job satisfaction describes an individual's level of satisfaction with the entirety of his or her position. The dimensional method for studying job satisfaction describes an individual's satisfaction regarding specific variables of his or her job. According to Locke (1976), job satisfaction or dissatisfaction is an emotional response to a value judgment. If one perceives that the job meets or allows fulfilment of one's important values, one will experience a "pleasurable emotion of satisfaction". If not, one will experience the emotion of dissatisfaction. The intensity of emotional reactions depends on importance of one's values (Henne and Locke, 1985). JS refers to an employee's general attitude toward his or her job. An individual who is satisfied with his or her job holds positive attitude toward the job (Robbins, 2000).

Telman and Unsal (2004) recognized that the factors affecting job satisfaction into internal, external and personal. Internal factors include characteristics related to the basic nature of work. External factors are the conditions such as physical work, promotion conditions, relationships with superiors and co-workers, creativity, job security, organizational structure and culture. Personal factors include factors such as demographic characteristics (gender, age, length of service, educational level etc.), personality traits and incentive, knowledge and skills. Furthermore, satisfaction of workers in manufacturing industries is also shown to be affected greatly by the institutional variables, including leadership, climate and culture of the organisation (Grunwald& Peterson, 2003; Hagedorn, 2000; Zhou & Volkwein, 2004).



Churchill and his colleagues defined the construct of job satisfaction as consisting of seven components (Churchill, Ford & Walker, 1974): the job itself, fellow workers, supervision, company policy and support, pay, promotion and advancement and customers.

Job Itself: Most employees want an interesting and significant job which allows success, progress and growth for them. Moreover, they want responsibility, autonomy, role clarity, feedback from managers and lack of role conflict (Henne & Locke, 1985).

Fellow Workers: Employees like their colleagues who have similar values with them and facilitate work accomplishment (Henne & Locke, 1985). Robbins stated that friendly and supportive co-workers lead to increase in job satisfaction (Robbins, 2000).

Supervision: Employees enjoy considerate, honest, fair and competent supervisors. They also want to be recognized and rewarded for good performance, and participate in decision making (Henne & Locke, 1985). Although there may be some exceptions such as individual difference participative decision-making leads to increased job satisfaction (Robbins, 2000).

Company Policy: Employees want to work in an organization that respects for them and their values, and are managed effectively (Henne & Locke, 1985).

Pay: Pay affects the overall level of a worker's job satisfaction or dissatisfaction (Oshagbemi & Hickson, 2003). Employees want fair and enough payment to meet their needs (Henne & Locke, 1985). Pay fairness refers a comparison between what people believe they deserve to be paid and what others deserve to be paid (Jackson & Schuler, 2000).

Promotion: A promotion refers to advancement to a position that is recognized as having higher status, increased responsibility and/or higher pay (Jackson & Schuler, 2000). Employees want just and unambiguous promotion system. When people perceive that promotion, decisions are made in fair, just manner and in line with their expectation they are like to be more satisfied in their job (Robbins, 2000).

Job satisfaction is defined as, "a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives" from his or her job (Samad, 2005). The research on job satisfaction is clearly delineated. One side claim that job satisfaction is clearly linked to the job characteristics and work tasks associated with performing a particular duty. Others insist that job satisfaction is an internally driven from personal attributes such as personality and its effect on behaviour. The newest stream of research, however, blends the two ends of the continuum. Behaviour, for the most part, is influenced by both personality and the environment (Thomas, Buboltz, & Winkelspecht, 2004). Ensuring that there is a good match between the person and his or her job requirements is one popular way for managing the satisfaction level of one's subordinates. In the case where a job task becomes menial, less challenging, or mundane, it is apparent that the motivation and the subsequent satisfaction of the person start to decline. Research indicates that varying specific aspects of one's job may lead to higher levels of motivation, satisfaction, and work productivity.

Person-Environment Fit

One way to balance the dichotomy is a popular stream of research called person environment fit (P-E fit). Person-environment fit theory analyzes the proposed fit, between the abilities



and needs of the individual to the required characteristics and tasks of the job (Ostroff & Judge, 2007; Thomas et al., 2004). If there is low fit or low congruence between a person and his or her job, research has found that motivation, satisfaction, performance decreases while stress increases (Thomas et al., 2004). If there is high fit, or high congruence, stress decreases and performance is increased.

Thomas et al., (2004) assessed the manner and ability that people use to process information (i.e. their personality) with established job satisfaction levels. They proposed that if people process information differently than individual differences must be accounted for in job redesign (Thomas et al., 2004). This proposition furthers the stream of research that personal attributes (i.e. personality) influence job satisfaction; therefore, when a manager attempts to increase the P-E fit within his or her organization, he or she must do so on an individual basis.

Theoretical Framework

This study is based on the cognitive dissonance theory developed by Festinger (1942). Festinger (1942) stated that people will strive to minimize dissonance in their environment, and that the presence of dissonance results in distress and dissatisfaction with a given situation. This theory is applicable to work situation, for example, employees who experience continuous dissonance in their work situation will experience distress and will be dissatisfied with their jobs, while employees who are less distressed with their work will experience greater job satisfaction. Thus, it can be said that employees desire consistency between their ethical value system and the ethical climate of their organizations (Schwepker, 1999). If an employee is moral and ethical, and tries to uphold that standard in his or her work environment, dissonance will result, if this employee perceives little support from top management for ethical behaviour or if the employee perceives little association between ethical behaviour and his or her career, the presence of dissonance will result in distress and job dissatisfaction (Koh& Boo, 2001).

Thus, it can be concluded that any discrepancy between employees' internal ethical standard and their perception of top management will result in a moral conflict and cognitive dissonance (Festinger, 1942, Dozier & Michael, 1985). Research findings indicate that lack of ethical fit (ethical incongruence) between employees and their organizations can result in distress and job dissatisfaction among other work variables (Sims & Kroeck, 1994, Viswesvaran & Deshpande, 1996, Schwepker, 1999). To summarize, a positive association is expected between organizations ethics and job satisfaction when there is an ethical fit (congruence) between an employee and his or her organization. Thus, it is expected that a higher level of ethics in an organization will be associated with a higher level of job satisfaction.

Empirical Studies on Ethical Climate and Job Satisfaction

Okpara& Wynn (2008) examine the impact of ethical climate on job satisfaction and organizational commitment in Nigeria, and to discover the extent to which unethical practices among managers have impacted upon managerial practices in Nigeria. The study used a descriptive research design using survey methods with statistical treatment. Using the business directory of companies in Nigeria, a sample of 409 managers was drawn using a systematic random sampling technique. Multiple regression analysis and Pearson's product



moment correlation were used to assess the influence of ethical climate types on job satisfaction and organizational commitment. The findings revealed that there was a relationship between organizational ethical climate and facets of job satisfaction. It was also found that ethical climate types explained 58 percent of the variation in overall job satisfaction. Also, the correlation between ethical climate types and organizational commitment was positive and significant. This implies that favourable organizational ethical climate would encourage commitment and job satisfaction.

Similarly, Okpara (2002) gathered data from 320 IT managers in various businesses located in Nigeria. Using the Ethical Climate Questionnaire (ECQ) as a measure of ethical climate and the Job Descriptive Index to measure job satisfaction, the findings reported that climate significantly influenced satisfaction with promotions, supervisors, and work. It also significantly influenced overall job satisfaction.

Daneshfard, Rahimi, & Damirchi (2011) surveyed ethical climate on Job satisfaction in Iran's SMEs using Victor and Cullen's (1988) Ethical Climate theory, and Paul E. Spector (1997) job satisfaction Survey. Data was collected from 128 managers of SMEs in East Azerbaijan Province of Iran by two standard questionnaires of study variables. Ethical Climate Questionnaire, a 26-item scale by Victor & Cullen (1988) and Job satisfaction Questionnaire, a 36-item scale Paul E. Spector. T-test and Pearson correlation coefficients were performed to compare means of the constructs between variables and Pearson correlation coefficients. Findings show that there is a relationship between ethical climate and Job satisfaction in Iran's SMEs.

Tsai & Huang (2008) explored the different types of ethical climate that exist in hospitals, and the degree of job satisfaction and organizational commitment of nurses in Taiwan. It uses path analysis to understand which types of ethical climate influence different facets of job satisfaction. The study also examines the impact of different types of ethical climate and facets of job satisfaction on the three components of organizational commitment. Questionnaires were distributed to 352 nurses. The relationships among variables were assessed by factor analysis, reliability, descriptive statistics, correlations, and regression. The study advocated that hospitals can increase job satisfaction and organizational commitment by influencing an organization's ethical climate. Hospital administrators can foster within organizations the climate types of caring, independent, and rules climate that increase satisfaction, while preventing organizations from developing the type of instrumental climate that decreases it.

Eleswed and Dennis (2012) assessed the relationship between organizational leadership unethical/ethical conduct and job satisfaction of employees in a private hospital in Kuwait. Data was obtained from a private hospital in Kuwait using self-administered surveys from 181 respondents. The results showed that unethical conduct and job satisfaction were negatively related where; ethical conduct and job satisfaction were positively related. As implications, this study provides evidence of the negative relationship between the level of job satisfaction and unethical behaviours, where on the other hand, it provides evidence of the positive relationship between the level of job satisfaction and ethical behaviours. Thus, from an organizational leadership point of view, one effective way to develop a high level of job satisfaction among staff members is to enforce ethical practices among all levels of staff members throughout the organization.



Joolae, Jalili, Rafii, Hajibabae & Haghani (2013) studied the relationship between the ethical climate at the workplace and job satisfaction among nurses. 210 nurses working in selected wards in the Tehran University of Medical Sciences were asked to fill out questionnaires on their work environment and level of job satisfaction. The data collection tools included a questionnaire to obtain demographic data, the Olson moral climate questionnaire and Minnesota job satisfaction questionnaire. The data were analysed using SPSS software version 14. The findings show a significant positive relationship between the ethical climate and the level of job satisfaction among the nurses. Among the demographic variables, the working shift, income level and type of duties allocated had a significant relationship with job satisfaction. Hospital managements should pay attention to the factors influencing job motivation among nurses, including the ethical climate of the work environment.

Abarghooi, Nobakht & Anvari (2013) investigated the relationship between ethical climate, job satisfaction, organizational commitment and intention to leave, among employees in Shiraz electric distribution company. The Statistical Society included 100 people from employees of Shiraz electric distribution company. In this study, measurement tools were standardized questionnaires. LISREL and SPSS software were used for analysis. The results showed that ethical climate has positive effect on organizational commitment and job satisfaction and organizational commitment have negative effect on intention to leave. The results of research can improve job satisfaction and organizational commitment by improving ethical climate and can reduce intention to leave in organization.

The studies did show that compensation does not have significant effect on ethical climate. Other researchers viewed that compensation has significant effect. This meant or indicated that compensation is relatively independent of ethical consideration. This study is therefore, aimed at bridging this gap by taking a more holistic approach in examining effect of ethical climate variables and its resultant relationship on job satisfaction in selected manufacturing companies in Anambra state namely; Cutix Plc, Ibeto group and Adswitch Ltd

METHODOLOGY

Research Design

In this study, a descriptive type of survey design is used. Descriptive survey research design is the systematic collection of data in standardized form from an identifiable population or representative (Oso & Onen, 2009). The design was adopted for this study because it intensively described and analyzed the influence of ethical climate on job satisfaction in manufacturing companies in Anambra State.

Population of the Study

The population of the study involve all employees of three selected manufacturing companies in Nigeria. The manufacturing companies include;

**Table 2: Population of the Selected Manufacturing Companies in Anambra State.**

| Name of Companies | Total Population |
|--------------------------|-------------------------|
| Cutix Cable Plc | 129 |
| Ibeto Group Plc | 172 |
| Adswitch Ltd | 97 |
| Total | 398 |

Source: Field Survey, 2019

Sampling Techniques

To determine the sample size for the study, the sample size formula for finite population according to Taro Yamane (1964) is employed thus;

$$\begin{aligned} \text{Sample size} &= \frac{N}{1 + N(e)^2} \\ n &= \frac{398}{1 + 398(0.05)^2} \\ n &= \frac{398}{1.995} \\ n &= 200 \end{aligned}$$

Validity of Instrument

The Instruments were submitted to three handpicked experts in the field of Management. The experts were asked to review the items in the instrument and determine whether the items would measure the information it was designed to elicit. After some minor modifications, the experts recommended the use of modified instrument for the study. The recommended version was subjected to further validation with Rotated component matrix which retained the entire questionnaire since each value is greater than 0.35 in each row.

Reliability of Instrument

Reliability of the research instrument is with a view to ascertaining its sustainability for the study. The concept of reliability refers to the tests about the degree to which the study instrument perfect the desired measurements when applied to the desired objectives. Akuezuilo et al (2002) opine that a test is reliable to the degree that it measures accurately and consistently, yielding comparable results when administered many times. The instrument was further subjected to Cronbach's alpha. All variables are reliable since their Cronbach's alpha is greater 0.5. The Cronbach alpha from the test yielded a record of 0.609 for ethical



climate and 0.657 for job satisfaction which is above the cut-off line of reliability as recommended by Cooper and Schinder, (2006).

Procedure and Techniques for Data Analysis

The data gathered were carefully analysed with various statistical tests with the aim of providing solutions to the research problems as well as validate or invalidate the research hypotheses. The collected data were described by making use of descriptive statistics, which enabled the researcher to synthesize and summarise the quantitative data. The descriptive statistics described the sample in terms of the responses to the questions using frequencies, means and standard deviations. Frequencies are the number of times a response has occurred (Salkind, 2000), a mean is the sum of a set of scores divided by the number of scores and a standard deviation measures variability around the mean (Salkind, 2000). In other words, that mean is obtained by adding all the observations and dividing the sum by the number of observations. Regression analysis was used in testing the hypotheses.

The ethical climate and job satisfaction variables are operationalised as follows:

$$Y = f(X)$$

Where; Y = Job Satisfaction

X = Organisational Climate

The implication of this equation is that job satisfaction is a function of ethical climate.

Thus, job satisfaction is measured by indicators as: $Y = y_1, y_2, y_3, y_4, y_5, \dots, n$.

Where; y_1 = Compensation

y_2 = Job Variety

y_3 = Relationship with supervisor

y_4 = Relationship with Co-workers

y_5 = Management Policies

For ethical climate, the variables are operationalised as follows: $X = x_1, x_2, x_3, x_4, x_5, \dots, n$.

Where; x_1 = Caring

x_2 = Law and Codes

x_3 = Rule

x_4 = Instrumentality

x_5 = Independence

DATA ANALYSIS

Out of the two hundred (200) respondents, one hundred and four three (143) copies of the questionnaire were returned. The descriptive statistics of the constructs are indicated showing the mean and standard deviation scores of the construct. The average scores from the 5-point

Likert scale where 5 is strongly agree and 1 is strongly disagree for all the variables are computed to show the proportion of the respondents that either strongly agreed or tended to disagree with the items of the variables. The mean scores are obtained by compiling the mean scores of all the items in each variable. The study has ethical climate as its predictor variable, while job satisfaction is the criterion variable.

The results of the statistical analysis of the data obtained in the study are presented in the tables below.

Table 3: Summary of Regression between Ethical Climate and Relationship with Supervisor.

Dependent Variable: Relationship with supervisor

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .949 ^a | .901 | .777 | .28313 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

Result from table 3 above showed that all variables of ethical climate had a significant positive relationship with supervisor. Therefore, hypothesis one which states that there will be a significant relationship between ethical climate and relationship with supervisor is accepted.

Table 4: Summary of Regression between Ethical Climate and Job Variety.

Dependent Variable: Job Variety

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .978 ^a | .956 | .902 | .14651 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

Result from table 4 above showed that all variables of ethical climate had a significant positive relationship with job variety. Hence, hypothesis two which states that there will be a significant relationship between ethical climate and job variety is accepted.

Table 5: Summary of Regression between Ethical Climate and Compensation.

Dependent Variable: Compensation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .950 ^a | -.902 | .411 | .32191 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Law and codes, Rules



Result from table 5 above showed that ethical climate had a significant negative relationship with compensation. Hence, hypothesis three which states that there will be a significant relationship between ethical climate and compensation is rejected.

Table 6: Summary of Regression between Ethical Climate and Relationship with Co-Workers.

Dependent Variable: Relationship with co-workers

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .854 ^a | .730 | .391 | .37690 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

Result from table 6 above showed that ethical climate had a significant positive relationship with relationship with co-workers. Hence, hypothesis four which states that there will be a significant relationship between ethical climate and relationship with co-workers is accepted.

Table 7: Summary of Regression between Ethical Climate and Management Policies

Dependent Variable: Management policies

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .936 ^a | .875 | .720 | .24279 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

Result from table 7 above showed that ethical climate had a significant positive relationship with relationship with co-workers. Hence, hypothesis five which states that there will be a significant relationship between ethical climate and management policies is accepted.

DISCUSSION OF FINDINGS

Given the prevalence of unethical behaviour in manufacturing organizations, the researcher examines the relationship between ethical climate and job satisfaction. In this study the researcher identified that there is a relationship between ethical climate and job satisfaction. Thus, the study reveals that when leaders are moral people (e.g., integrity, concern for others, just, trustworthy) and moral managers (e.g., communicating, rewarding, punishing, emphasizing ethical standards, role modelling ethical behaviour) they are better equipped to create an environment in which doing the right thing is valued (Brown, Trevino and Harrison, 2005). This ethical environment includes employees' awareness of ethical issues; desire to maintain high ethical standards, and not having pressure to compromise ethical standards to improve the organization's bottom-line. When employees operate in a conducive ethical climate, they are then likely to be satisfied with their jobs (Mayer, Kuenzi and Greenbaum, 2011). Managers might be able to improve job satisfaction by reducing or eliminating the



opportunities for unethical behaviour within their organisations thereby encouraging ethical behaviour within their organizations.

Organizations can influence all facets of job satisfaction of their employees by manipulating the ethical climate with the exception of compensation. An important implication of this observation is that top management and decision-makers can influence overall job satisfaction and satisfaction with promotions, supervision, and work by ensuring that the organisation has a professional climate, a code to ethics and a sound management policy that will ensure that all workers comply with the legal and professional standard. Employees who believed that their organization have a caring environment are more satisfied with their supervisors. Top management and decision-makers can ensure that their organizations have a caring environment by ensuring that its main consideration is what is best for every employee in the organization. An instrumental climate is said to be present in organizations where employees protect their own interest above all else. Most research studies indicated that an instrumental climate has a negative influence on satisfaction with promotion, co-workers, supervision, and overall job satisfaction. Top management can use strategies such as ethics audit and moral character as part of their selection and promotion criteria to control such a climate and promote positive attitude and job satisfaction (Okpara, 2002).

CONCLUSION

A number of conclusions were drawn from this study. Based on the findings of this study, employees of the selected manufacturing companies surveyed for this research were less satisfied with their jobs where unethical behaviours were common within their company. The implication of this is that managers might be able to improve job satisfaction by reducing or eliminating the opportunities for unethical behaviour within their company's thereby encouraging ethical behaviour within their organizations. It is also possible that an ethical environment might help to enhance job satisfaction.

Findings from this study indicated that compensation is relatively independent of ethical consideration. While the ethical actions of top managers and the extent of unethical behaviour in one's organization may influence his or her job satisfaction, they do not appear to be related to compensation. This element appears to be dependent upon other factors that are unrelated to ethics. Based on the findings, it can also be concluded that an organization can influence all facets of job satisfaction of their employees by manipulating the ethical climate with the exception of compensation. An important implication of this study is that top management and decision-makers can influence overall job satisfaction and satisfaction with job variety, relationship with supervision, relationship with co-workers and management policies by ensuring that the firm has a professional climate, a code to ethics and a sound company policy that will ensure that all workers comply with the legal and professional standard.



RECOMMENDATIONS

Ethical climate has earned a secure tool in manufacturing organizations. If conducive ethical climate is embedded in organization's leadership, communication, and corporate ethical code, it can shape ethical behaviour and improve employees' job satisfaction. Managers must reward any desired behaviour and employees need to see that sanctions occur if codes are violated. The establishment of ethical climate need to be encouraged because it can create the positive side of employees' attitude. Ethical reinforcement can result in greater job satisfaction. Management should integrate ethical decision making into the performance appraisal process, promotion, salary increases, and other company incentives, this procedure may promote high ethical standards among the employees who may want to take the advantage of these benefits. The expectations of top management and efforts related to ethical issues should be publicized in the company handbook, television, radio, and newspapers. Furthermore, more research needs to be conducted on the areas of organizational ethics, stress, career path, performance, motivation, commitment, cultural factors, and turnover.

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APPENDIX I

Rotated Component Matrix^a

| | Component | | | | | | | | | |
|--|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1. In this organisation, people are expected to strictly follow legal or professional standards | -.025 | -.548 | -.159 | .123 | -.304 | .690 | -.382 | -.025 | .195 | .340 |
| 2. People are expected to comply with the law and professional standard over and above other consideration | .045 | -.195 | .053 | .420 | .214 | .127 | -.150 | .034 | -.020 | .584 |
| 3. The first consideration is whether a decision violates any law | .102 | .071 | -.013 | .155 | .911 | -.098 | .181 | -.080 | .079 | -.047 |
| 4. In this organisation, the law or ethical code of their profession is the major consideration | .115 | .107 | .006 | -.032 | .143 | .023 | .949 | .033 | -.006 | -.044 |
| 5. Workers need law and codes to enable them work well in this organisation. | .023 | .900 | -.169 | .124 | -.056 | -.048 | -.133 | .121 | .018 | .112 |
| 6. Workers are expected to abide by rules laid down by the organisation. | .970 | .040 | -.060 | .028 | .085 | .061 | .089 | .023 | -.031 | .004 |
| 7. Everyone is expected to stick by organisational rules and procedures | .178 | .460 | -.201 | .220 | .286 | -.086 | -.153 | -.090 | .667 | .012 |
| 8. Successful people in this organisation go by the book | .027 | -.022 | .021 | .927 | .164 | .003 | -.064 | .100 | .051 | -.024 |
| 9. Successful people in this organisation strictly obey the organisation's policies | .487 | .590 | .077 | .199 | -.042 | -.439 | -.020 | .109 | .117 | .182 |
| 10. It is very important to follow strictly the organisation's rules and procedures here | .970 | .040 | -.060 | .028 | .085 | .061 | .089 | .023 | -.031 | .004 |
| 11. Every worker in this organisation is expected to work by the organisational rules and procedures. | .102 | .071 | -.013 | .155 | .911 | -.098 | .181 | -.080 | .079 | -.047 |



| | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 12. In this organisation, rules are the guiding principle. | .115 | .107 | .006 | -.032 | .143 | .023 | .949 | .033 | -.006 | -.044 |
| 13. The most important concern is the good of all the people in the organisation | .023 | .900 | -.169 | .124 | -.056 | -.048 | -.133 | .121 | .018 | .112 |
| 14. Our major consideration is what is best for everyone in the organisation | .165 | -.060 | -.366 | .553 | -.244 | -.090 | .207 | .024 | .026 | -.269 |
| 15. In this organisation, our major concern is always what is best for the other person | .178 | .460 | -.201 | .220 | .286 | -.086 | -.153 | -.090 | .667 | .012 |
| 16. In this organisation, people look out for each other's good. | .027 | -.022 | .021 | .927 | .164 | .003 | -.064 | .100 | .051 | -.024 |
| 17. The most efficient way is always the right way in this organisation | .487 | .590 | .077 | .199 | -.042 | -.439 | -.020 | .109 | .117 | .182 |
| 18. In this organisation, each person is expected above all to work efficiently | .970 | .040 | -.060 | .028 | .085 | .061 | .089 | .023 | -.031 | .004 |
| 19. It is expected that you will always do what is right for the customer and public | .341 | .485 | .196 | .194 | -.161 | -.506 | -.126 | .099 | .041 | .203 |
| 20. In this organisation, people are guided by their own personal ethics | .041 | -.074 | -.040 | .099 | -.066 | .001 | .034 | .978 | -.037 | .020 |
| 21. Each person in this organisation decides for themselves what is right and wrong | -.002 | .126 | .939 | -.081 | -.044 | -.145 | .044 | .005 | .036 | .063 |
| 22. In this organisation, people are expected to follow their own personal and moral beliefs | .132 | .210 | -.046 | .021 | -.100 | .140 | -.013 | .027 | .683 | .252 |
| 23. The most important concern in this organisation is each person's own sense of right and wrong | -.170 | .113 | .830 | .128 | .017 | -.227 | -.045 | -.134 | -.125 | .036 |
| 24. In this organisation, people protect their own interests above other considerations | .041 | -.074 | -.040 | .099 | -.066 | .001 | .034 | .978 | -.037 | .020 |
| 25. In this organisation, people are mostly out for themselves | -.002 | .126 | .939 | -.081 | -.044 | -.145 | .044 | .005 | .036 | .063 |



| | | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 26. Work is considered substandard only when it hurts the organisation's interests | .087 | -.089 | -.249 | .097 | -.127 | .832 | .025 | -.066 | -.123 | .034 |
| 27. People are expected to do anything to further the organisation's interests | .051 | -.017 | .111 | -.242 | -.136 | -.045 | -.030 | .024 | -.041 | .675 |
| 28. There is no room for one's own personal morals or ethics in this organisation | .158 | .073 | -.206 | -.028 | -.133 | .812 | -.023 | .113 | -.084 | .079 |
| 29. People are concerned with the organisation's interests-to the exclusion of all else | -.207 | .560 | .281 | .187 | -.291 | .262 | .057 | -.104 | .313 | -.263 |
| 30. Organisational interest is paramount. | .089 | .099 | -.116 | .063 | .194 | .059 | -.097 | .037 | -.452 | -.264 |
| 31. Any worker who fail to abide by the interest of the organisation will be sanctioned. | -.217 | -.930 | -.327 | -.010 | -.245 | .157 | .039 | -.209 | -.204 | .282 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

**Rotated Component Matrix^a**

| | Component | | | | | | | | |
|--|-----------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 32. I am satisfied with the information I receive from my superior about my job performance. | -.015 | .499 | .150 | .026 | -.414 | .071 | .093 | .441 | .045 |
| 33. There is enough opportunity in my job to find out how I am doing. | -.080 | .099 | -.119 | .073 | .159 | .796 | -.178 | .017 | .145 |
| 34. I receive enough feedback from my supervisor on how well I am doing. | .136 | .082 | .324 | -.105 | .312 | -.083 | -.019 | .188 | .427 |
| 35. I receive enough information from my supervisor about my job performance. | -.124 | -.060 | -.060 | .119 | .052 | .761 | -.109 | .220 | .156 |
| 36. My supervisor encourages me to take initiatives in solving problems. | -.167 | .061 | -.003 | -.060 | .804 | .058 | -.064 | .026 | .034 |
| 37. My supervisor is ready and willing to listen to job related problems. | -.267 | -.032 | .382 | -.121 | -.003 | .608 | .001 | .137 | .029 |
| 38. My job has enough opportunity for independent thought and action | .722 | -.147 | .459 | .389 | -.087 | -.075 | .004 | -.055 | .077 |
| 39. There is enough variety in my job. | .162 | .103 | -.005 | .925 | -.069 | .124 | -.058 | .015 | -.093 |
| 40. I have enough freedom to what I want in my job | .885 | -.166 | .023 | .046 | -.005 | .092 | .198 | .062 | .024 |
| 41. I am satisfied with the freedom have to do what I want on my job. | .215 | .428 | .198 | -.227 | .459 | .117 | .063 | -.182 | .201 |
| 42. I am satisfied with the variety of activities my job offers. | -.637 | -.199 | .113 | .207 | .187 | .128 | .101 | .545 | .072 |
| 43. I am satisfied with the opportunity my job provides me to interact with others. | -.130 | .960 | -.052 | .064 | -.031 | .011 | -.091 | -.010 | -.103 |
| 44. Overall I am satisfied with the company's compensation package. | -.637 | -.199 | .113 | .207 | .187 | .128 | .101 | .545 | .072 |
| 45. I am satisfied with the medical benefits. | -.130 | .960 | -.052 | .064 | -.031 | .011 | -.091 | -.010 | -.103 |
| 46. I am satisfied with the holiday (vacation) eligibilities | .722 | -.147 | .459 | .389 | -.087 | -.075 | .004 | -.055 | .077 |



| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 47. I received with the security my job provides me. | .162 | .103 | -.005 | .925 | -.069 | .124 | -.058 | .015 | -.093 |
| 48. I am satisfied with the retirement benefits. | .885 | -.166 | .023 | .046 | -.005 | .092 | .198 | .062 | .024 |
| 49. If I get better option I am willing to leave this organisation immediately. | .059 | -.134 | -.177 | .117 | -.031 | .100 | .000 | -.181 | .753 |
| 50. The benefits I receive are equal with the external labour market. | -.018 | -.121 | .073 | -.207 | .007 | .110 | .011 | -.009 | .684 |
| 51. My fellow workers are pleasant. | .335 | .044 | .124 | -.403 | .113 | .474 | .004 | .046 | -.313 |
| 52. My fellow workers are not selfish. | .115 | -.094 | -.015 | -.057 | .077 | -.103 | .948 | -.013 | -.003 |
| 53. The peoples I work with help each other out when someone falls behind or gets in a tight spot. | .100 | .003 | .936 | -.016 | .145 | -.084 | -.053 | -.025 | -.055 |
| 54. The people I work with are very friendly. | -.012 | -.033 | .199 | -.040 | .869 | .070 | .128 | .047 | .020 |
| 55. My fellow worker often put me through on issues I do not understand. | -.130 | .960 | -.052 | .064 | -.031 | .011 | -.091 | -.010 | -.103 |
| 56. I have cordial relationship with people I work with. | .722 | -.147 | .459 | .389 | -.087 | -.075 | .004 | -.055 | .077 |
| 57. Management has a clear path for workers advancement. | -.090 | -.211 | .018 | -.011 | .659 | .092 | .102 | .187 | -.057 |
| 58. Physical working conditions are supportive in attaining quality production. | .022 | .039 | -.153 | -.071 | .147 | .033 | -.097 | .768 | -.176 |
| 59. Management is extremely fair in personal policies. | -.010 | -.016 | -.018 | .012 | .000 | .519 | .451 | -.443 | -.018 |
| 60. Decisions are made keeping in mind the good of the workers. | .240 | -.103 | .471 | .006 | -.064 | -.236 | .311 | -.072 | .132 |
| 61. I believe management policies facilitate the achievement of my goals. | .115 | -.094 | -.015 | -.057 | .077 | -.103 | .948 | -.013 | -.003 |
| 62. My work is evaluated according to the organisation's set standards. | .100 | .003 | .936 | -.016 | .145 | -.084 | -.053 | -.025 | -.055 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 18 iterations.



REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Supervisor

/METHOD=ENTER Law Rules Caring Independence Instrumentality.

Regression

[DataSet2]

Variables Entered/Removed

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | Instrumentality, Caring, Independence, Rules, Law and codes ^a | | Enter |

a. All requested variables entered.

b. Dependent Variable: Relationship with supervisor

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .949 ^a | .901 | .777 | .28313 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2.919 | 5 | .584 | 7.283 | .039 ^a |
| | Residual | .321 | 4 | .080 | | |
| | Total | 3.240 | 9 | | | |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

b. Dependent Variable: Relationship with supervisor



Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.922 | 6.475 | | -.451 | .675 |
| Law and codes | .443 | .600 | .328 | .738 | .501 |
| Rules | .586 | .487 | .527 | 1.203 | .295 |
| Caring | -.754 | .269 | -.674 | -2.800 | .049 |
| Independence | .848 | .438 | .765 | 1.936 | .125 |
| Instrumentality | .600 | .799 | .521 | .750 | .495 |

a. Dependent Variable: Relationship with supervisor

Relationship with supervisor

$$= 2.922 + 0.443_{\text{law and codes}} + 0.586_{\text{rules}} - 0.754_{\text{caring}} + 0.848_{\text{Independent}} + 0.600_{\text{Instrumentality}}$$

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Job

/METHOD=ENTER Law Rules Caring Independence Instrumentality.

Regression

[DataSet2]

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | Instrumentality, Caring, Independence, Rules, Law and codes ^a | | Enter |

a. All requested variables entered.

b. Dependent Variable: Job Variety

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .978 ^a | .956 | .902 | .14651 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 1.877 | 5 | .375 | 17.484 | .008 ^a |
| | Residual | .086 | 4 | .021 | | |
| | Total | 1.962 | 9 | | | |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

b. Dependent Variable: Job Variety

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 15.029 | 3.351 | | 4.485 | .011 |
| | Law and codes | .206 | .311 | -.196 | -.664 | .543 |
| | Rules | .544 | .252 | -.628 | -2.159 | .097 |
| | Caring | .248 | .139 | -.284 | -1.777 | .150 |
| | Independence | 1.224 | .227 | -1.419 | -5.400 | .006 |
| | Instrumentality | .562 | .414 | -.627 | -1.360 | .246 |

a. Dependent Variable: Job Variety

Job variety :

$$= 15.029 + 0.206_{\text{law and codes}} + 0.544_{\text{rules}} + 0.248_{\text{caring}} + 1.224_{\text{Independent}} + 0.562_{\text{Instrumentality}}$$

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Compensation

/METHOD=ENTER Law Rules Caring Independence Instrumentality.



Regression

[DataSet2]

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|---------|
| 1 | Instrumentality, Caring, Independence, Law and codes, Rules ^a | | . Enter |

a. All requested variables entered.

b. Dependent Variable: Compensation

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .950 ^a | .902 | .411 | .32191 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Law and codes, Rules

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | .952 | 5 | .190 | 1.838 | .506 ^a |
| | Residual | .104 | 1 | .104 | | |
| | Total | 1.056 | 6 | | | |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Law and codes, Rules

b. Dependent Variable: Compensation

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.459 | 8.915 | | -.724 | .601 |
| | Law and codes | -.820 | .907 | -.870 | -.904 | .532 |
| | Rules | .757 | .779 | 1.077 | .972 | .509 |
| | Caring | .967 | .450 | 1.169 | 2.151 | .277 |
| | Independence | .250 | .635 | .302 | .395 | .761 |
| | Instrumentality | 1.469 | 1.222 | 1.716 | 1.202 | .442 |

a. Dependent Variable: Compensation



Compensation

$$= 6.459 - 0.820_{\text{law and codes}} + 0.757_{\text{rules}} + 0.967_{\text{caring}} + 0.250_{\text{Independent}} + 1.469_{\text{Instrumentality}}$$

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Relationship

/METHOD=ENTER Law Rules Caring Independence Instrumentality.

Regression

[DataSet2]

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|---------|
| 1 | Instrumentality, Caring, Independence, Rules, Law and codes ^a | | . Enter |

a. All requested variables entered.

b. Dependent Variable: Relationship with co-workers

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .854 ^a | .730 | .391 | .37690 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 1.532 | 5 | .306 | 2.158 | .038 ^a |
| | Residual | .568 | 4 | .142 | | |
| | Total | 2.101 | 9 | | | |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

b. Dependent Variable: Relationship with co-workers

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .078 | 8.620 | | .009 | .993 |
| Law and codes | .254 | .799 | -.234 | -.318 | .766 |
| Rules | .315 | .649 | .352 | .486 | .652 |
| Caring | .198 | .358 | -.220 | -.552 | .610 |
| Independence | .017 | .583 | .019 | .029 | .979 |
| Instrumentality | 1.106 | 1.064 | 1.192 | 1.039 | .357 |

a. Dependent Variable: Relationship with co-workers

Relationship with co-workers

$$= 0.078 + 0.254_{\text{law and codes}} + 0.315_{\text{rules}} + 0.198_{\text{caring}} + 0.017_{\text{Independent}} + 1.106_{\text{Instrumentality}}$$

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Management

/METHOD=ENTER Law Rules Caring Independence Instrumentality.

Regression

[DataSet2]

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|---------|
| 1 | Instrumentality, Caring, Independence, Rules, Law and codes ^a | | . Enter |

a. All requested variables entered.

b. Dependent Variable: Management policies



Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .936 ^a | .875 | .720 | .24279 |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 1.658 | 5 | .332 | 5.624 | .040 ^a |
| | Residual | .236 | 4 | .059 | | |
| | Total | 1.893 | 9 | | | |

a. Predictors: (Constant), Instrumentality, Caring, Independence, Rules, Law and codes

b. Dependent Variable: Management policies

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.607 | 5.553 | | -.289 | .787 |
| | Law and codes | .179 | .515 | .173 | .347 | .746 |
| | Rules | .680 | .418 | .799 | 1.627 | .179 |
| | Caring | -.456 | .231 | -.533 | -1.973 | .120 |
| | Independence | .328 | .376 | .387 | .873 | .432 |
| | Instrumentality | .685 | .685 | .778 | 1.000 | .374 |

a. Dependent Variable: Management policies

Management policies =

$$1.607 + 1.79_{\text{law and codes}} + 0.680_{\text{rules}} - 0.456_{\text{caring}} + 0.328_{\text{Independent}} + 0.685_{\text{Instrumentality}}$$