

1 Contact of Communal Ethical Practices and Personality Ethical 2 Behavioral Organizational Job Pleasure

3 Muhammad Tauqir Sultan Shah¹, Ibrar Khan², M.Yousaf Raza³, Dr. Muhammad
4 Ismail Ramay⁴ and Sajid Shah⁵

5 ¹ Federal Urdu University, Islamabad

6 *Received: 15 April 2015 Accepted: 4 May 2015 Published: 15 May 2015*

7

8 **Abstract**

9 Pakistan is facing numerous political and social problems as developing county. In past several
10 years military dictatorship replaced by weak democracy which is again replace by military
11 dictatorship. It is ranked one of the top ten corrupted countries of the world. Very recently
12 government which is a weak, unwilling and corrupt regime has brought down ethical standard
13 to minimum and corrupt practices to a maximum. These practices were its shadow and
14 impact on every social, economic and corporate sector. The purpose of this study was to
15 measure impact of corporate ethical practices and individual behavior on organizational job
16 satisfaction. 350 questionnaires were distributed among them 177 completed and useable
17 questionnaire were received from employees and manager from different organization of capital
18 territory of Pakistan. The association between variable was investigated and correlation,
19 registration and factor analysis were performance.

20

21 *Index terms*— individual ethics, organizational ethics, organizational job satisfaction.

22 **1 Introduction**

23 according to a survey of Transparency International, 2010, Pakistan was not rated very high on the formulation
24 and implementation of ethical standards and is apparently corrupt public sector in the world. Ethical practices
25 of organizations do play an important role among all stakeholders. The rising demand from stakeholders such
26 as employees, customers, shareholders, and the society for corporations to act morally responsible way, can no
27 longer be overlooked. Organizational ethics is not a new concept and have been investigated since 18 th century,
28 (Strategic Direction, 2002). Ethical practices of Organization and their leaders are crucial.

29 A positive employee perception toward their organizational ethical values leads to employee satisfaction (Koh
30 and Boo, 2001; Labs, 1997). Individual ethics also have substantial effects on the institutional performance,
31 employee satisfaction, employee performance, and organizational commitment. However, consistency between
32 organizational and individual ethics improves employee's satisfaction. Through ethical practices organizations
33 get many advantages from their stakeholders like customer loyalty, employee satisfaction, stockholder attraction
34 and the favor of government. Organizational ethics and individual ethics are important causes determining
35 intra-organizational relationship and employee's perceptions (Valentine et al., 2011).

36 Examining the effects of organizational and individual ethics on employee satisfaction is an important research
37 area. Study investigates individual's behavior when they face ethical issues in organizations. So, individual
38 perception toward these ethical issues is the major considerations of recent research. However main objective of
39 this study is to examine impacts of organizational and individual ethics on job satisfaction in local context. Such
40 influences therefore, are tested, using a set of data collected from a sample of managers working in different local
41 companies with reference to Pakistani context.

42 Employees perceived that their organization sustain moral behavior. This perception of employees thus,
43 increases job satisfaction. Nevertheless, a little bit work has been done on this scenario in Pakistan. Therefore

44 this study is conducted to fill this gap by examining such relationship and. In addition study also investigates the
45 impact of individual ethics on job satisfaction. This study contributes body of knowledge to previous research
46 in the same research era ??Trevino et al., 2006 ?? p.963, Elango. et al., 2010). Prior studies investigated the
47 effects of organizational and individual ethics on ethical intention. Present study examines these effects on job
48 satisfaction which add-up further contributions with previous study. Elc et al., (2009) presented similar research
49 model in which they observed impacts of three types of organizational ethical climate on job satisfaction. Previous
50 literatures enable us to make clear understanding about the influences of these factors on employee satisfaction
51 Study provides the managerial implications for top management, policy makers as well as government to enhance
52 employee motivation through ethical practices in Pakistan. Findings of the study can be used to enhance
53 organizational ethical practices, ethical decision making, and ethical activities of the leaders, which strongly
54 influence employee's satisfaction.

55 The remaining sections of this study are arranged as follows: The subsequently section explains literature
56 review and research hypotheses. The following sections include the methodology and statistical findings. The
57 final section provides relevant discussion and managerial implications.

58 2 II.

59 Literature Review Franken (1973) has sketched two major hypothetical views in ethical dilemmas—that are known
60 as deontological and teleological theories. Deontological perspective represents that "what is morally right" is
61 reliant upon the characteristics of behavior itself. On the other hand, the teleological viewpoint highlights the
62 outcomes of a behavior, when evaluating whether the behavior is ethical. Therefore, a behavior is right, if it
63 perceived for creating better over bad that some other option and is unethical, if it does not do so.

64 Past researches show strong evidences that organizational ethics significantly influence job satisfaction (e.g.
65 ??raynor, 1999 and Valentine, et al;2011). This study looks at these associations by two important theories of
66 ethics which have revealed ethics as "a process by which members of the society appraise their actions form a
67 moral values view point". Cognitive dissonance theory" discusses all those efforts which are made to minimize
68 individual differences in an environment ??Festinger, 1942). Some other researchers also defined same types
69 of theories ??Heider, 1958; ??oetz man and Pales, 1997; ??erald et al., 1998). Another point of view, often
70 discussed in literature is the "justice theory" (Weiss, 2003) -distributive justice and procedural justice. This
71 theory indicates that organizational justice affects employee's perception towards their job related behaviors.
72 Distributive justice may best be represented of as a teleological thought of justice due to its focus on employee
73 outcomes, whereas procedural justice is best known as deontological thought as of its focal point on the means
74 of decisions making process (Viswesvaran et al., 1998).

75 According to Dailey & Kirk (1992), both procedural and distributive justice strongly relate to employee
76 satisfaction. Lind's (1992) investigated that if an employee perceives his organization to be ethical, also likely
77 perceived that he is fairly treated by his organization. These positive perceptions of employee's increase
78 job satisfaction. Literatures indicate that ethical environment, organization support for ethical climate, and
79 association between career success and moral behaviors have significant impact on job satisfaction. Study focuses
80 on the impact of organizational ethics (top management support, ethical climate and relationship between career
81 success and ethical behavior) and individual ethics on job satisfaction.

82 Job satisfaction is an attitude which employees show towards their organization and behave "what they like
83 or dislike" on the job, (Koh & Boo, 2001). According to Locke (1976) In organizations where higher authority
84 provides adequate support for ethical behavior, employees are expected to respond positively to management
85 decisions, even if those decisions are contrary to their determination of what is ethical (Trevino, 1986) According
86 to "cognitive dissonance theory", the in consistency between employee's behaviors and the ethical values of
87 top management, do lead to lower job satisfaction. On the other hand "justice theory" described that fair
88 management provide adequate support for ethical behavior of its employees, this will result higher job satisfaction
89 (Clay-Warner et al., 2005). Festinger, (1942), Dozier & Miceli (1985) Schwepker (1999), investigated that top
90 management support for ethical behavior is positively influences job satisfaction. As Koh et al., (2001) postulated
91 in a survey that ethical behaviors of top management positively influence employee satisfaction. Thus, hypothesis
92 is proposed to test whether management support for moral behavior has any influence on the job satisfaction of
93 Pakistani managers: H2: Top management support for ethical behavior has significant impact on job satisfaction
94 Lufthansa and Stajkovic's (1999) conducted an empirical research on the bases of reinforcement theory. There
95 study examined that there are three types of reinforcement factors such as: money, feedback and social recognition
96 which encourage individual behavior. Therefore, in an institution where moral behaviors are closely connected
97 with career success, the ethical behaviors of employees are strengthened. As the organization recognizes ethical
98 practices, provides fair reward system and ethical career opportunities which does match with those intrinsically
99 valued by employees, this will result greater job satisfaction. Cognitive dissonance theory also revealed that if
100 organizations reinforce unethical behaviors, the result is definitely lower job satisfaction.

101 Correspondingly, from the justice theory view point, if organization do not promote or reward those employees
102 who do not compromise their ethical values, will feel impatience that leads to lower the job satisfaction. According
103 to ??itel and Davis (1990b) and ??iswesvaran and Deshpande (1996) there is positive association between ethical
104 behavior & job satisfaction. Schwepker (1999) also revealed that there is positive relationship between moral

105 behavior and career success. Furthermore, Koh et al., (2001) has proved that relations among ethical behaviors
106 and career success increase employee satisfaction.

107 Based on literature, the study conjures up a hypothesis, a positive relationship between organizational ethics
108 and job satisfaction is probable. That is, stronger organizational ethical behaviors are anticipated to be linked
109 with job satisfaction.

110 H3: Higher the organizational ethical behavior and career success, higher will be the job satisfaction.

111 **3 IV.**

112 **4 Individual Ethics**

113 Individual ethic is separate philosophy from business ethic which reveals that individual believes about morality,
114 "right or wrong". Individual ethics play pivotal role in human personal as well as official life. Individual ethics
115 are based on environmental factors and may be derived from parents, grandparents, friends, colleagues, societies
116 or cultures. Posner and Schmidt (1993) revealed "value congruencies" for both individual, and organization,
117 he proved that consistency between individual ethics and organizational ethics has positive impact on ethical
118 decision making which increases job satisfaction, but individual's value effects strongly. Adkins et al., (1996)
119 also investigated that "Value congruence" positively influences employee's satisfaction. Individuals have their
120 own values, norms, believes, and attitudes that are influenced by culture, religious, and environmental forces.
121 These forces affect their choice of perceptions. Values have attained much attention of researchers because,
122 these direct to positive behavior which may or may not obey the rules of ethical standards of an organization
123 (Ostrowsky et al., 2009; Trevin?o et al., 2006; ?? According to ??ims and Kroeck (1994); and Sims & Keon (1997),
124 that individual prefers high ethical congruence, while Ambrose et al., ??2008) examined that these congruencies
125 positively influence employee satisfaction. Individual ethical values are important element that strongly influences
126 employee's productivity as well as organizational performance (Schein, 2004). A study describes that values also
127 affect employee satisfaction (Valentine et al., 2002; Watrous et al., 2006Cazier et al., 2006Alas, 2009). According
128 to Liedtka (1988) "value congruence" refers to as internal consistency of person's and institutional values. Liedtka
129 emphasized to resolve the internal difference, either difference to the individual or difference between person and
130 institution. Individuals with strong internal consistency are more determined to resolve ethical conflict and to
131 make ethical decisions than individual with less internal consistency. Schwpker, (1999) investigated that generally
132 employees do not like inconsistency between their personal moral value and organizational values. H4: There is
133 positive relationship between individual ethic and job satisfaction.

134 V.

135 **5 Methodology a) Research Sample**

136 The sample of the study was taken from Ph.Ds and M.Phil scholars enrolled management sciences department at
137 two major institutions in Pakistan. They are working full-time in public and private sector Descriptive statistics
138 (Mean and S.D) are used to build up abstract of the respondents and to sum up the variables. Also, reliability
139 coefficients are calculated to check consistency of individual ethics, and organizational ethics, to job satisfaction.
140 To better understand the associations among the variables; correlation analysis is carried out to generate the
141 correlation matrix. Lastly, to measure hypotheses, regression analysis is used.

142 **6 VI.**

143 **7 Measurement**

144 To measure individual ethical behaviors study follows that Peters (1972) scale (with some minor changes) that
145 has been developed to observe value and attitude, concerning social responsibility. Modified Peter's scale has been
146 used by Paul et al., (1997) and Meager & Schuyte (2005) to measure individual ethical attitudes in organizations.
147 This study made some minor changes in modified scale by ??lango et al., (2010). Since the main aims of the
148 present research were toward individual's ethical behavior in business market with reference to Pakistan. Many
149 of original scale items were deleted to put emphasis on local business situation of recent survey, resulting in a
150 scale with 9 questions. The cronbach, s alpha is 0.71. All items were keep on a 5-point lykert scale, range from
151 1="Extremely Disagree" to 5 = "Extremely Agree,".

152 Three items included to measured top management proceedings towards ethical practices, designed by ??unt
153 et al., (1984). The reliability of these three item s is 0.833. Similarly study adapted three items (out of seven)
154 to measure relationship between career success and ethical behavioral by sing scale, developed by ??unt et al.,
155 (1984), which was further modified by ??lango et al., (2010). Only small changes we have made in these scales
156 due to cultural differences. The alpha for these three items is .789. Third component of organizational ethics;
157 ethical climate was measured in terms of Egoistic, benevolent and principled. Items to measure three components
158 of ethical climate were adapted from original ethical climate scale designed by Cullen et al., (1993), which was
159 adapted by ??lango et al., (2010). Only 8 items were included after little modifications. The alpha is 0.806. All
160 items were measured on five point scale, ranging from "Extremely disagree" to "Extremely agree".

10 DISCUSSION AND CONCLUSIONS

161 Four dimensions (supervision, compensations, promotion and, colleague's behaviors) of job satisfaction were
162 measured by using scales developed by various research scholars (Vitel & Davis, 1990 registered as scholars, as
163 was the case with this sample. In order not to sensitize the scholar to the exact temperament of the research
164 topic, rather we informed that the aim of this study was to get "the judgment of administration and management
165 on organizational ethical behavior for a research scheme on ethical decision making by the organizations." The
166 respondents were informed that the data is confidential and assured promised that the study data would only be
167 used for educational research. Nevertheless, the constraints of such agreement were that we could not investigate
168 for non-response bias. Sample demographic data, is presented in table1.

169 scale series from 1=: extremely disagree" to "5=extremely agree" which has been adapted by different
170 researchers The alpha is 0.825.This study used SPSS 18.0 to calculate the mean, standard deviation, cronbach,s,
171 alpha and hierarchical regression models to confirm hypothesized associations.

172 8 Table-2 explains descriptive statistic and correlation between 173 variables designed in this study.

174 There is a positive and significant relationship ($r = .226, p < .01$) between the Top management support and job
175 satisfaction. There is a positive but insignificant relationship ($r = .143, p > .01$) between ethical climate and job
176 satisfaction. Career success and ethical behavior have positive and significant correlation ($r = 0.300, p < .01$)
177 with job satisfaction. Similarly relationship between individual ethics and job satisfaction is also positive and
178 significant ($r = 0.334, p < 0.01$). Likewise, the independent and dependent variable were somewhat correlated with
179 each other and with demographic variable. The impact of demographic factors on job satisfaction was examined
180 by regression analysis. The values of R 2 in table ?? shows that 3.8% of the variation in job satisfaction is
181 accounted for by the demographic factors with ($F=22.7\%, p < 0.081$). Beta values of 0.203 ($p < 0.01$) shows that
182 there is a positive and significant impact of age on job satisfaction. Similarly, beta values of 0.205 ($p < 0.748$)
183 show that there is a positive but not significant impact of gender on job satisfaction, while, beta values of -0.033
184 ($p < 0.672$) show that there is a negative but not significant impact of duration on job satisfaction. ??1998). They
185 observed that this types of result might have been recognized to cultural dissimilarities. The authors speculated
186 that the in significant results might have been attributed to cultural differences as the fundamental descriptions
187 were based on the literature from American samples. It is possible that the Pakistani managers are accepting
188 the ethical decisions of top management more passively than other managers.

189 Similarly, beta values of 0.231 ($p < 0.01$) shows that there is a positive & significant impact of ethical climate on
190 job satisfaction. Result supports our hypothesis 1. Beta values of 0.087 ($p < 0.07$) shows that there is a positive
191 but not significant impact of association between career success and ethical behavior on job satisfaction (Koh et
192 al., 2001). Our last hypothesis, individual ethics strongly influence job satisfaction, is proved with a beta value of
193 0.132($p < 0.005$) which shows positive and significant relationship between job satisfaction and individual ethics
194 (Valentine et al., 2002;Watrous et al., 2006Cazier et al., 2006Alas, 2009).

195 9 VII.

196 10 Discussion and Conclusions

197 In an environment where organizations are facing ethical issues, their ethical practices play an important role
198 with respect to all stakeholders. This study is conducted to examine influences of individual and, organizational
199 ethic on job satisfaction. In spite of ethics significance, this is the first study with respect to local context that
200 efforts to recognize associations of employee's behavior with ethical practice and individual ethical behavior.

201 Result stated that there is a negative and insignificant relationship between top management support for ethical
202 behavior and job satisfaction. Such relations have been founded by the study of Viswesvaran et al. (1998). They
203 observed that this types of result might have been recognized to cultural dissimilarities. The authors speculated
204 that the insignificant results might have been attributed to cultural differences as the fundamental descriptions
205 were based on the literature from American samples. It is possible that the Pakistani managers are accepting
206 the ethical decisions of top management more passively than other managers.

207 This study holds up a strong positive correlation as founded between the top management support for ethical
208 behavior, association between career success and ethical behavior and individual ethical behaviors with job
209 satisfaction. The results revealed that stronger the individual ethics, top management support for ethical behavior
210 and relationship between careers success and ethical behavior, higher will be the job satisfaction. Therefore our
211 three hypotheses: H1, H3 and H4 are accepted due to significant positive associations founded by the result.
212 Result does not support hypothesis 2 because of negative relationship. Thus, the findings of this study mirror
213 those of Adkins et al., ??1996) As individual ethics literature propose one potential enlightenment for this result
214 could be that, when employees have strong ethical value, they are likely to think about their relationship with
215 their ethical organization in terms of societal exchange rather than monetary exchange and they are possibly to
216 give in return by helping the organization in a variety of ways (Organ, 1990). Thus, individual ethical behavior
217 promotes going above and beyond the call of duty and job satisfaction. The recent results also authenticate the
218 previous conclusions of ??oseph & Deshpanday (1997).

219 From literature review, it can be seen that organizational ethics influence job satisfaction which in turn
220 encourage positive job attitudes.

221 This study adds the body of knowledge in business ethics in two ways. First, the proven linkage between
222 organizational, individual ethics and job satisfaction point out that business ethics care about moral concerns.
223 Many of the respondents make an attempt to notify the reality and assist their organizations to make moral
224 judgment. Second, the quantitative data representing reasons of ethical differences that would be excellent
225 resources from which additional research can be made. The results of this research propose a contributory
226 association between an organizational, individual ethics, and job satisfaction. Eventually, these facts recommend
227 that how to resolve ethical differences and further ethical practice in organizations. These conclusions
228 demonstrated that ethical problems which practitioners face in organizations are frequent. More than fifty percent
229 of the respondents responded that they have suffered ethical variances in their organizations. They indicated
230 that job satisfaction was strongly influenced by ethical grief in organizations. The consequences showed that the
231 ethical issue needs to be critically addressed in institutions generally and in at Pakistan specifically.

232 **11 VIII. Limitations and Future Research**

233 Recent research has some restrictions due to the cultural factors, purposes of research, geographic factors, and
234 business environment related issues. Sample of the study used MS, phd scholars with managerial acquaintance
235 and significant national coverage as a substitute to confine genuine ethical employee's attitudes. Despite the fact
236 that the using MS, PhD scholars as sample, was reliable in earlier literatures for investigative survey such as
237 this one. Scholars in classrooms are expected to imitate on moral concerns more intentionally than they may in
238 genuine administrative observations or to convey imprecise answers due to societal reactions bias.

239 The present research paid attention on national business ethical matters. Whereas the national setting,
240 its cultural background, customs, and traditions of the nation have larger collisions outside the classroom
241 surroundings which could ever repeat. Since, this research sample was small therefore, a prudent and
242 comprehensive study framework was required, restricting the addition of probable determinants recognized in
243 existing researches, ??Ford & Richaedson (1994 For further investigations, a more purposeful research will be
244 helpful. In addition, the degree to which, job satisfaction is linked with individual and organizational ethical
245 behavior match to real ethical behavior, is not easy to judge. Therefore, research designed specially at this
246 question is required to move this matter further ahead. Additional variables that could affect job satisfaction
247 such as ethics training programs, religious and organizational ethics, should be added in future researches. Future
248 research might be conducted on moderating variable such as leadership or demographic as age, gender, income or
249 mediating factors. Future research should also examine mediating role of job satisfaction by adding employee's
250 outcome, such as turnover intention, organizational commitment etc. In addition this research can be conducted
251 in other context to examine these relationships. ^{1 2}

¹© 2015 Global Journals Inc. (US)

²© 2015 Global Journals Inc. (US) 1



Figure 1:



Figure 2: Pay?A

Year 2015
Volume XV Issue X Version I
()
Global Journal of Management and Business Research

Figure 3: A

1

Figure 4: Table 1 :

		Contact of Communal Ethical Practices and Personality Ethical Behavioral Organizational Job Plea organizations and having greater than one years of job experience. Students in management and business administration programs have been presented as alternative to indicate management views in many past studies (Bekun et al., 2005; Vitel & Hidalgo, 2006) because they have an assured degree of personal maturity, life familiarity, and work know-how. Literature has shown that these scholars can provide efficiently as substitute in managerial decision-making, behavioral, marketing research and in consumer behavior studies respectively (Ramous, 1986; Khera & Benson, 1970; Burnett & Dune, 1986; Ennis et al., 1972). In fact, Ph Ds	
Year			
2015			
28			
		Organizational Ethical Behavior: and M. Phil scholars frequently have management experience and	
			1. Top Man- age- ment Sup- port 2. Eth- ical Cli- mate
Volume	Demographic factors	Gender: Male	3. Carrier Associated between Percentage 92.00% Success & Eth
XV			
Issue			
X			
Ver- sion			
I			
() A	Female Age:		08.00%
Global	20>30 30>40 40>60	Experience: 01>02 02>05	55.15%
Jour- nal of			39.70%
Man- age- ment			05.15%
and			41.18%
Busi- ness			49.26%
Re- search			

11 VIII. LIMITATIONS AND FUTURE RESEARCH

2

Variables	Mean	S.D	1	2	3	4	5	6
1.Age	1.3842	.56345						
2.Duration	1.7966	.86825	.219 **					
3.Top management support	3.2900	.91287	.191 *	.015				
4.Ethical climate	3.1172	.68804	-.015	-.035	.162 *			
5.Career success & ethical behavior	3.4821	.85048	-.100	.034	.310 **	.552 **		
6.Individual ethics	3.0094	.63717	-.061	-.031	.264 **	.503 **	.636	**
7.Job satisfaction	3.3125	.62321	-.219 **	.172 *	.226 **		.143	.300 **
. Correlation is significant at the 0.01.								
*. Correlation is significant at the 0.05.								

Figure 6: Table 2 :

3

R2= 0.038	Î?"R2	F	df	sig	of	F
	=	2.277,	=	changes		
	0.038		3,	p=0.081		

Note: SE= Standard error; ?= Standardized beta

Job satisfaction= dependent variable

Figure 7: Table 3 :

4

Dependent Variable: JS

R2= 0.120

Î?"R2	F	df	sig of F
=	=5.847,	changes	
0.120		4,	p=0.00

Note: SE= Standard error; ?= Standardized beta

The statistical analysis used for testing four hypotheses, is based on stepwise hierarchical regression models as shown in

Figure 8: Table 4 :

Model (Const)	Age	Gen-	SE				
	Gender	Duration	.207				
			.086				
			.119				
			.056				
Model	Top management support	(Const)	Ethical climate	Career success & ethical behavior	Individual ethics		

[Note: A Contact of Communal Ethical Practices and Personality Ethical Behavioral Organizational Job Pleasure independent variable with ($F=58.47\%$, $p<0.001$). Beta values of $-.028$ ($p<0.755$) shows that there is a negative and insignificant association between job satisfaction and top management support for ethical behavior. So our second hypothesis is rejected by the result. Such relations have been founded by the study of Viswesvaran et al.]

Figure 9: Table 4 .

Figure 10:

References Références Referencias

subordinate

workluongrundce

IX. subordinate performance: a pilot study', journal of Appendix -Measurement of Constructs Job Satisfaction
© 2015 Global Journals Inc. (US) 1

[Note: 1]

Figure 11: ?

252 [Dordrecht and Netherlands] , Dordrecht , Netherlands . kluwer academic publishers.

253 [Dailey and Kirk ()] , R C D J Dailey , Kirk . 1992. (distributive and procedural justice as antecedents of job)

254 [Traynor ()] , M Traynor . *Vanderbilt law review* 1999. 52 p. .

255 [Meijer and Schuyte ()] , Meijer , Schuyte . *business and society* 2005. 44 (4) p. .

256 [Mulki et al. ()] , J Mulki , W Jaramillo , Locander . *journal of business ethics* 2009. 86 (2) p. .

257 [Festinger] '1942, 'a theoretical interpretation of shifts in level of aspiration'. Festinger . *psychological review* 49 p. .

258 [Trevino ()] 'A qualitative investigation of perceived executive ethical leadership: perceptions from inside and outside the executive suite'. L K Trevino , .P . *Human relations* 2003. 56 p. .

261 [Mathieu and Zajac ()] 'A review and meta-analysis of antecedents, correlates and consequences of organizational commitment'. J E Mathieu , D M Zajac . *Psychological bulletin* 1990. 108 (2) p. .

263 [Loe et al. ()] 'A review of empirical studies assessing ethical decision making in business'. T W Loe , Ferrell , P Mansfield . *Journal of business ethics* 2000. 25 p. .

265 [O'fallon and Butterfield ()] 'a review of the empirical ethical decision-making literature' . J K D O'fallon , Butterfield . *journal of business ethics* 2005. 1996-2003. 59 (4) p. .

267 [Cacioppe et al. ()] 'a survey of manager's perceptions of corporate ethics and social responsibility and actions that may affect companies' success'. R Cacioppe , Forster , Fox . *journal of business ethics* 2008. 82 (3) p. .

269 [Meglino and Ravlin] 'Adkins: 1989, 'a work values approach to corporate culture: a field test of the value congruence process and its relationship to individual outcomes'. B M Meglino , E C Ravlin , CL . *journal of applied psychology* 74 p. .

272 [Meglino and Ravlin] *Adkins: 1992, 'the measurement of work value congruence: a field study comparison*, B M Meglino , E C Ravlin , CL . 18 p. .

274 [Burnett and Dunne ()] 'an appraisal of the use of student subjects in marketing research'. J J P M Burnett , Dunne . *journal of business research* 1986. 14 (4) p. .

276 [Jones and Kavanagh ()] 'an experimental examination of the effects of individual and situational factors on unethical behavioral intentions in the workplace'. G Jones , Kavanagh . *journal of business ethics* 1996. 15 p. .

279 [Posner] *And r. I. Westwood: 1995, 'a crosscultural investigation of the shared values relationship'*, *international journal of value-based management*, B Z Posner . 8 p. .

281 [Labs ()] *Aristotle's advice for business success*, J J Labs . 1997. 76 p. .

282 [Ostrowsky et al. ()] 'assessing elements of corporate governance: a suggested approach'. J A Ostrowsky , . M Leinicke , W M Kingman , Rexroad . *CPA journal* 2009. 79 (2) p. .

284 [Trevin?o et al. ()] 'behavioral ethics in organizations: a review'. L K Trevin?o , . R Weaver , S J Reynolds . *journal of management* 2006. 32 (6) p. .

286 [Hian ChyeKoh Alfred h. Y. ()] 'Boo (2001) the link between organizational ethics and job satisfaction: a study of managers in Singapore'. *journal of business ethics* Hian ChyeKoh Alfred h. Y. (ed.) 2001. 29 p. .

288 [Hochwarter et al.] 'Braymer: 1999, 'job satisfaction and performance: the moderating effects of value attainment and affective disposition'. W A Hochwarter , . L Perrine , . R Ferns , RA . *journal of vocational behavior* 54 (2) p. .

291 [Bahaudin and Mujtaba ()] 'Business Ethics Perceptions of Public and Private Sector Respondents in Pakistan'. G Bahaudin , Mujtaba . *Asian Journal of Business Ethics* 2010. Springer.

293 [Hunt and Wood] 'Chonko: 1989, 'corporate ethical values and organizational commitment in marketing'. S D Hunt , V R Wood , .B . *journal of marketing* 53 (3) p. .

295 [Paul et al. ()] 'Consumer sensitivity to corporate social performance'. K Paul , . M Zalka , Downes , S Perry , Friday . *business and society* 1997. 36 (4) p. .

297 [Godkin and Fleischman ()] 'corporate ethical values, group creativity, job satisfaction and turnover intention: the impact of work context on work response'. SeanValentine , Lynn Godkin , Gary M Fleischman . *journal of business ethics* 2011. 2011. roland kid well p. .

300 [Weaver et al. ()] 'corporate ethics programs as control systems: influences of executive commitment and environmental factors'. G R Weaver , . K Trevin?o , P L Cochran . *academy of management journal* 1999. 42 (1) p. .

303 [Corruption Perceptions Index (2009)] *Corruption Perceptions Index*, International: 2010. http://www.transparency.org/policy_research/surveys_indices/cpi/2009, acce-ssed 2009. October 10. 2010.

11 VIII. LIMITATIONS AND FUTURE RESEARCH

306 [Victor] 'Cullen: 1987, 'a theory and measure of ethical climate in organizations'. J B Victor . *research in*
307 *corporate social performance and policy*, . C Frederick (ed.) jai press. p. . (Greenwich ct)

308 [Hofstede ()] *culture's consequences: comparing values, behaviors, institutions and organizations across nations*,
309 G Hofstede . 2002. 2. (nd edition (sage publications, thousand oaks, ca)

310 [Bass ()] *Current developments in transformational leadership: research and applications. The psychologist*
311 *manager journal*, B M Bass . 1999. 3 p. .

312 [Cranny and Stone ()] 'Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences'.
313 Smith & Cranny , Stone . *Human Resource Management Review* Weiss, H. M (ed.) 1992. 2002. 12 p. 174.

314 [Brief ()] 'Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences'. Brief .
315 *Human Resource Management Review* Weiss, H. M. (ed.) 1998. 2002. 12 p. 174.

316 [Viswesvaran] 'Deshpande: 1996, 'ethics, success and job satisfaction: a test of dissonance theory in India'. S P
317 Viswesvaran . *journal of business ethics* 15 (10) p. .

318 [Joseph] *Deshpande: 1997, 'the impact of ethical climate on job satisfaction of nurses', health care management*
319 *review*, J Joseph , SP . 22 p. .

320 [Roman ()] 'determinants and consequences of ethical behavior: an empirical study of salespeople'. S Roman ,
321 JL . *European journal of marketing* 2005. 39 p. .

322 [Delaney and Sockell ()] 'Do company ethics training programs make a difference? An empirical analysis'. J T
323 Delaney , D Sockell . *journal of business ethics* 1992. 11 (9) p. .

324 [Bass ()] 'Does the transactionaltransformational leadership paradigm transcend organizational and national
325 boundaries?'. B M Bass . *American psychologist* 1997. 52 (2) p. .

326 [Cazier et al. ()] 'ebusiness differentiation through value-based trust'. J A Cazier , . B Shao , R D St , Louis .
327 *information & management* 2006. 43 (6) p. .

328 [Leigh et al. ()] 'effects of perceived organizational factors on role stress-job attitude relationships'. J H Leigh ,
329 . H Lucas , R W Woodman . *journal of management* 1988. 14 p. .

330 [Ferrell and Skinner ()] 'Ethical behavior and bureaucratic structure in marketing research organizations'. O K
331 Ferrell , S J Skinner . *Journal of marketing research* 1988. 25 (1) p. .

332 [Woodbine ()] *ethical climate types and job satisfaction: study of chinese financial institutions*, *international*
333 *review of business research papers*, G F Woodbine . 2006. 2 p. .

334 [Schwepker ()] 'ethical climate's relationship to job satisfaction, organizational commitment and turnover in the
335 sales force'. J R Schwepker , .H . *journal of business research* 2001. 54 (1) p. .

336 [Valentine et al. ()] 'ethical context, organizational commitment, and personorganization fit'. Valentine , M
337 Godkin , Lucero . *journal of business ethics* 2002. 41 p. .

338 [Trevino ()] *ethical decision making in organizations: a person-situation interactions model*, L K Trevino . 1986.
339 11 p. .

340 [Ford and Richardson ()] 'ethical decision-making: a review of the empirical literature'. R C W D Ford ,
341 Richardson . *journal of business ethics* 1994. 13 (3) p. .

342 [Brown et al. ()] *Ethical leadership: a social learning perspective for constructs development and testing.*
343 *Organizational behavior and human decision process*, M E Brown , L K Trevino , D A Harrison . 2005.
344 97 p. .

345 [Valentine and Barnett ()] *ethics code awareness, perceived ethical values, and organizational commitment*,
346 *journal of personal selling & sales management*, Valentine , Barnett . 2003. 23 p. .

347 [Ciula ()] *Ethics, the heart of leadership*, J Ciula . 2004. (Pager publishers)

348 [Vandenberg ()] 'Examining the causal order of job satisfaction and organizational commitment'. R J Vandenberg
349 , .E . *Journal of management* 1992. 18 (1) p. .

350 [Franken and George Jones (ed.) ()] W K Franken . *contemporary management*, George, G R Jones (ed.)
351 (Englewood cliffs, nj; New York) 1973. 2006. (fourth edition)

352 [Black et al. ()] *Global explorers: the next generation of leaders*, S Black , Morrison , H Gregersen . 1999. New
353 York: Routledge.

354 [Remus ()] 'graduate students as surrogates for managers in experiments on business decisionmaking'. W Remus
355 . *journal of business research* 1986. 14 (1) p. .

356 [Ferrell] 'Gresham: 1985, 'a contingency framework for understanding ethical decisionmaking in marketing'. O
357 C Ferrell . *journal of marketing* 49 (3) p. .

358 [House et al. (ed.)] R J House , P J Hanges , Javidan . 2004, *culture, leadership, and organizations*, V Dorfman,
359 Gupta (ed.) sage publications. (thousand oaks, ca)

360 [Chatman ()] *improving international organizational research: a model of personorganization fit*, J A Chatman
361 . 1989. 14 p. .

362 [Ambrose et al. ()] *individual moral development and ethical climate: the influence of person-organization fit on*
363 *job*, M L Ambrose , M Arnaud , Schminke . 2008.

364 [Ambrose and Schminke ()] *Individual moral development and ethical climate: the influence of person-*
365 *organization fit on job attitudes*, M L Ambrose , M Schminke . 2007. 77 p. .

366 [Ambrose et al. ()] 'Individual Moral Development and Ethical Climate: The Influence of Person-Organization
367 Fit on Job Attitudes'. Maureen L Ambrose , Anke Arnaud , Marshall Schminke . *journal of business ethics*
368 2008. 77 (30) p. .

369 [Alas and Wei ()] 'institutional impact on work-related values in Chinese organizations'. R S Alas , Wei . *journal*
370 *of business ethics* 2008. 83 p. .

371 [Cooper Robertson (ed.)] *international review of industrial and organizational psychology*, & I Cooper, Robertson
372 (ed.) (New York) Wiley. p. .

373 [Griffin (ed.) ()] *Job satisfaction and organizational commitment*, R W Griffin , .S . c. L. (ed.) 1986.

374 [Bateman ()] 'Job satisfaction and the good soldier. The relationship between affect and employee "citizenship".
375 T S Bateman , DW . *Academy of management journal* 1983. 26 (4) p. .

376 [Viswesvaran et al. ()] 'job satisfaction as a function of top management support for ethical behavior: a study
377 of Indian managers'. C Viswesvaran , . P Deshpande , Joseph . *journal of business ethics* 1998. 17 p. .

378 [Sims] 'Keon: 1997, 'ethical work climate as a factor in the development of personorganization fit'. R L K L Sims
379 . *journal of business ethics* 16 (11) p. .

380 [Khera and Benson ()] I P J D Khera , Benson . *are students really poor substitutes for businessmen in behavioral*
381 *research?*, *journal of behavioral research*, 1970. 7 p. .

382 [Sims] 'Kroeck: 1994, 'the influence of ethical fit on employee satisfaction, commitment and turnover'. R L K G
383 Sims . *journal of business ethics* 13 (12) p. .

384 [Elango] 'Kundu Shishir k. Paudel: 2010, 'organizational ethics, individual ethics, and ethical intentions in
385 international decision-making'. B Elango . *journal of business ethics* 97 p. . (Karen Paulsummit k)

386 [Stodgily ()] *Leader behavior it's description and measurement*, Ohio: bureau of business research, the Ohio state
387 university, R M Stodgily . 1957. 88 p. .

388 [Yukl ()] *Leadership in organizations*, Englewood cliffs, New jersey's prentice-hall, G A Yukl . 1994.

389 [Lind ()] E A Lind . *the fairness heuristic: rationality and "relationality" in procedural evaluations. Paper*
390 *presented at the 4 th international conference of the society for the advancement of socioeconomics*, (Irvine,
391 ca) 1992.

392 [Mulki and Jaramillo] Locander: 2006, 'effects of ethical climate and supervisory trust on salesperson's job
393 attitudes and intentions to quit', *journal of personal selling & sales management* xxvi, J P Mulki , W B
394 Jaramillo . p. .

395 [Ambrose ()] 'Longitudinal analysis of organizational fairness: an examination of reactions to tenure and
396 promotion decisions'. M L Ambrose . *Journal of applied psychology* 2003. 88 p. .

397 [Cazier et al.] Louis: 2007, 'sharing information and building trust through value congruence', *information*
398 *systems frontiers* 9, J A Cazier , . B Shao , R D St . p. .

399 [Steers and Rhodes ()] 'Major influences on employee attendance: a process model'. R M Steers , S R Rhodes .
400 *Journal of applied psychology* 1978. 63 (4) p. .

401 [Posner and Westwood ()] 'managerial values across cultures: Australia, Hong Kong and the US'. B Z R I Posner
402 , Westwood . *Asia pacific journal of management* 1997. 14 p. .

403 [Liedtka ()] *managerial values and corporate decision-making: an analysis of value congruence*', *dissertation*, J
404 M Liedtka . 1988. Boston university. (aat 8806763)

405 [Moran et al. ()] *managing cultural differences: global leadership strategies for the 21 st century*, R T Moran , P
406 R Harris , S V Moran . 2007. Burlington, and ma: Elsevier. 7. (th edition)

407 [Schwepker and Hartline ()] 'managing the ethical climate of customer-contact service employees'. C H M D
408 Schwepker , Hartline . *journal of service research* 2005. 7 (4) p. .

409 [Denham and Scott ()] 'Moving into the third, outer domain of teacher satisfaction'. S Denham , C Scott . *Journal*
410 *of educational administration* 2000. 38 (4) p. .

411 [Neubert et al. ()] M J Neubert , D S Carlson , K M Kacmar , J A Roberts , L B Chonko . *the Virtuous Influence*
412 *of Ethical Leadership Behavior: Evidence from the Field*', 2009. 90 p. .

413 [Smith ()] 'Organizational citizenship behavior: its nature and antecedents'. C A Smith , .W , .P . *Journal of*
414 *applied psychology* 1983. 68 (4) p. .

11 VIII. LIMITATIONS AND FUTURE RESEARCH

415 [Schnak ()] *Organizational citizenship: a review, proposed model, and research agenda human relations*, M Schnak
416 . 1991. 44 p. .

417 [Porter ()] 'Organizational commitment, job satisfaction and turnover among psychiatric technicians'. W Porter
418 , .M , .T , .V . *Journal of applied psychology* 1974. 59 (5) p. .

419 [Koh ()] *Organizational ethics and employee satisfaction and commitment. Management decision*, H C Koh , .H
420 Y . 2004. 42 p. .

421 [Jody Clay-Warner,1,2 Jeremy Reynolds,1 and Paul Roman1 ()] 'Organizational Justice and Job Satisfaction: A
422 Test of Three Competing Models'. 10.1007/s11211-005-8567-5. *Social Justice Research* Jody Clay-Warner,1,2
423 Jeremy Reynolds,1 and Paul Roman1 (ed.) 2005. 18 (4) .

424 [Brown] *Peterson: 1993, 'antecedents and consequences of salesperson job satisfaction: meta-analysis and
425 assessment of causal effects', journal of marketing research*, S P R A Brown . 30 p. .

426 [Dozier and Miceli ()] *potential predictors of whistle-blowing: a pro-social behavior perspective*, J B M P Dozier
427 , Miceli . 1985. 10 p. .

428 [Hartman et al. ()] 'procedural and distributive justice: examining equity in a university setting'. S J Hartman
429 , A C Yrle , W P Galle . *journal of business ethics* 1999. 20 p. .

430 [Babin et al. ()] *representing the perceived ethical work climate among marketing employees*, *academy of
431 marketing science*, B J Babin , J S Boles , D P Robin . 2000. 28 p. .

432 [Mack ()] 'Responsible leadership in a stakeholder society-relational perspective'. T Mack , .M . *Journal of
433 business ethics* 2006. 66 (1) p. .

433 [Satisfaction and intent to turnover] *Satisfaction and intent to turnover*, 45 p. . (human relations)

435 [Schein ()] E H Schein . *organizational culture and leadership*, (san Francisco, jossey-bass) 2004.

436 [Simkin ()] *School leadership in Pakistan: exploring the head teacher's role. School effectiveness and school
437 improvement*, T Simkin . 2003. 14 p. .

438 [Schwartz ()] 'Self-determination: the tyranny of freedom'. B Schwartz . *American psychologist* 2000. 55 p. .

439 [Peters ()] 'social responsibility in marketing personnel: meaning and measurement'. W H Peters . *proceedings
440 of American marketing association educators' conference*, Becker (ed.) (American marketing association
441 educators' conference) 1972. America.

442 [Strategic direction (2002), "mcdonalds jumps on the CSR bandwagon", strategic direction] *Strategic direction
443 (2002), "mcdonalds jumps on the CSR bandwagon", strategic direction*, 18 p. .

444 [Ennis et al. ()] 'students as subjects in consumer behavior experiments'. B M Ennis , . K Cox , J E Stafford .
445 *journal of marketing research* 1972. 9 (1) p. .

446 [Trimizi ()] *the 6-l framework: a model for leadership research and development. Leadership and organization
447 development journal*, S A Trimizi . 2002. 23 p. .

448 [Ponnu and Tennakoon ()] 'The Association between Ethical Leadership and Employee Outcomes -the Malaysian
449 Case'. Cyril H Ponnu , Grinder Tennakoon . *Electronic Journal of Business Ethics and Organization Studies*
450 2009. 2009. 14 (1) .

451 [Hamermesh ()] *The changing distribution of job satisfaction, the journal of human resources*, D Hamermesh .
452 2001. 36 p. .

453 [Cable and Debreu ()] 'the convergent and discriminant validity of subjective fit perceptions'. D M D S Cable ,
454 Debreu . *journal of applied psychology* 2002. 87 p. .

455 [The economist (2003)] *The economist*, 2003. July 16, 2007. 369 p. 92. (from infotrac academic ASAP database)

456 [Schminke and Ambrose ()] *The effect of leader moral development on ethical climate and employee attitudes.
457 Organizational behavior and human decision processes*, M Schminke , . L Ambrose , .O . 2005. 97 p. .

458 [Weeks et al. ()] *the effect of perceived ethical climate on the search for sales force excellence*, *journal of personal
459 selling & sales management*, W A Weeks , . W Loe , . B Chonko , Wakefield . 2004. 24 p. .

460 [Davis and Rothstein ()] 'The effect of the perceived behavioral integrity of managers on employee attitude: A
461 Meta analysis'. A L Davis , Rothstein . *Journal of business ethics* 2006. 67 p. .

462 [Maerof ()] *The empowerment of teachers*, G Maerof . 1988. New York: teachers college press.

463 [Cullen et al. ()] 'the ethical climate questionnaire: an assessment of its development and validity'. J B Cullen ,
464 . J Victor , Bronson . *psychological reports* 1993. 73 p. .

465 [Ibarra-Colado et al. ()] 'the ethics of managerial subjectivity'. R Ibarra-Colado , Clegg , M Rhodes , Kornberg
466 . *journal of business ethics* 2006. 64 (1) p. .

467 [Vitel and Hidalgo ()] 'the impact of corporate ethical values and enforcement of ethical codes on the perceived
468 importance of ethics in business: a comparison of us. And Spanish managers'. S J E R Vitel , Hidalgo . *journal
469 of business ethics* 2006. 64 (1) p. .

470 [Deshpande ()] 'the impact of ethical climate types on facets of job satisfaction: an empirical investigation' S P
471 Deshpande . *journal of business ethics* 1996. 15 p. .

472 [Zhu et al. ()] 'the impact of ethical leadership behavior on employee outcomes: the roles of psychological
473 empowerment and authenticity'. W Zhu , . R May , B J Avolio . *journal of leadership and organizational
474 studies* 2004. 11 p. .

475 [Meral Elc, i Lu"tfihak Alpkan ()] 'the impact of perceived organizational ethical climate on work satisfaction'.
476 Meral Elc, i Lu"tfihak Alpkan . *journal of business ethics* 2009. 84 p. .

477 [Alas ()] 'the impact of work-related values on the readiness to change in Estonian organizations'. R Alas . *journal
478 of business ethics* 2009. 86 p. .

479 [Bogler ()] 'The influence of leadership style on teacher job satisfaction'. R Bogler . *Educational administration
480 quarterly* 2001. 37 (5) p. .

481 [Koh and Boo ()] 'the link between organizational ethics and job satisfaction: a study of managers Singapore'.
482 H C H Y Koh , Boo . *journal of business ethics* 2001. 29 p. .

483 [Herzberg and snyder Man ()] *The motivation to work*, F Herzberg , , &snyder Man . 1959. New york: john
484 Wiley& sons.

485 [Locke ()] 'The nature and causes of job satisfaction'. E A Locke . *handbook of industrial and organizational
486 psychology*, . D Dinette (ed.) (Chicago) 1976. p. . (rand mcnally)

487 [Cordeiro ()] 'the only solution to the decline in business ethics: ethical managers'. W P Cordeiro . *teaching
488 business ethics* 2003. 7 p. .

489 [Raelin ()] 'the Persian ethic: consistency of belief and action in managerial practice'. J A Raelin . *human
490 relations* 1993. 46 (5) p. .

491 [Schwepker ()] *the relationship between ethical conflict, organizational commitment and turnover intentions in
492 the sales force*, *journal of personal selling & sales management* 19, C H Schwepker . 1999. p. .

493 [Vitel and Davis ()] 'the relationship between ethics and job satisfaction: an empirical investigation'. S J D L
494 Vitel , Davis . *work and motivation*, (New York) 1990. 1964. john Wiley. 9 p. .

495 [Saks et al. ()] 'The relationship between the work ethic, job attitudes, intentions to quit, and turnover for
496 temporary service employees'. Saks , P E Mudrak , B E Ash Forth . *Canadian journal of administrative
497 sciences* 1996. 13 p. .

498 [Jaramillo et al. ()] *the role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and
499 job performance*, *journal of personal selling & sales management* xxvi, F Jaramillo , J P Mulki , Solomon .
500 2006. p. .

501 [Podsakof and Mackenzie ()] 'Transformational leader behaviors and their effects on followers' trust in leader,
502 satisfaction, and organizational citizenship behaviors'. P M Podsakof , . B Mackenzie , .H . *Leadership quarterly*
503 1990. 1 (2) p. .

504 [Geisel and Lethwood ()] 'Transformational leadership effects on teachers' commitment and effort toward school
505 reform'. F Geisel , Lethwood . *Journal of educational administration* 2003. 41 (3) p. .

506 [Lethwood and Tomlinson (ed.) ()] *Transformational school leadership*, K Lethwood , D Tomlinson . k. Leth-
507 wood, j. Chapman, D. Corson, p. Hollinger, & a. Hart (ed.) 1996. p. .

508 [Beeckun et al. ()] 'utility of ethical frameworks in determining behavior intention: a comparison of The US and
509 Russia'. R I Beeckun , J Westerman , J Barghouti . *journal of business ethics* 2005. 61 (3) p. .

510 [Posner and Schmidt ()] 'value congruence and the differences between the interplay of personal and organiza-
511 tional value systems'. B Z W H Posner , Schmidt . *journal of business ethics* 1993. 12 (5) p. .

512 [Liedrka ()] 'value congruence: the interplay of individual and organizational value systems'. J M Liedrka .
513 *journal of business ethics* 1989. 8 p. .

514 [Watrous et al. ()] 'when coworkers and managers quit: the effects of turnover and shared values on performance'.
515 K M Watrous , R D Huffman , Pritchard . *journal of business and psychology* 2006. 21 (1) p. .

516 [Sweeney and Mcfarland ()] *workers' evaluations of the "ends" and the "means": an examination of four models
517 of distributive and procedural justice*, *organizational behavior and human decision processes*, P D D B Sweeney
518 , Mcfarland . 1993. 55 p. .