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# Ethical Climate as a Moderator of the Relationship Between Job Satisfaction and Organizational Commitment: Evidence from Industrial Companies in Egypt

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### Abstract

**Purpose:** The purpose of this study is to examine the moderating significant role of Ethical Climate (EC) in the relationship between Job Satisfaction (JS) and Organizational Commitment (OC). This study measures the correlation between JS, EC and OC. **Research Design/Methodology:** Using Victor and Cullen's (1988) typology of EC, JS, and OC, the study develops a number of hypotheses and tests them. This study was conducted at the industrial companies in Egypt. Of the 372 questionnaires that were distributed, 295 usable questionnaires were returned, a response rate of 79%. **Multiple Regression Analysis (MRA)** was used to confirm the research hypotheses. **Findings:** The finding reveals that there is significant relationship between JS, EC and OC. Accordingly, the study provided a set of recommendations including the necessity to pay more attention to EC as a key source for organizations to enhance the competitive advantage which is of prime significance for JS and OC. EC significantly and positively influenced JS and OC. Overall, respondents reported high OC and this contributes to fostering JS and reducing turnover intention. **Practical implications:** The study suggests that the industrial companies can improve JS and OC by influencing its EC, specifically, by developing the caring, law and code, rule, instrumentality, and independence climate. **Originality/value:** The study observes that there is a critical shortage in EC and that a greater understanding of the factors that influence the JS and OC is of great importance. Therefore, this study is to examine the relationship between JS, EC and OC among employees at the industrial companies in Egypt.

## 1. Introduction

Ethical Climate (EC) makes an environment that enhances ethical values, clarifies role ambiguities, and provides a clear direction for ethical decision making in ethical situations enabling individuals to enjoy their works (Khan, (2012).

Empirical studies in public sector ignore EC and yet the psychological environment of public sector affect their perceptions. This is supported by a new stream of research which revealed that instrumental EC was a significant predictor of employee behavioural performance (Ntayi, et al., 2009; 2010).

Studies into EC propose that different climates may be related to various forms of individual behavior and organizational performance. Different organizations demonstrated different EC. Undesirable climates, reflecting an instrumental climate

connected with egoism, were related to staff turnover, absenteeism, stealing, lying, falsifying reports and accepting gifts. Desirable EC were related to various factors including JS, OC, the quality of working life and performance. Therefore, the organization itself can influence behaviors in an organization by promoting the EC of an organization (Armstrong & Francis, 2008).

In the organizational behavior and management field both OC and JS are the most frequently studied attitude (Akehurst, 2009). So, the effects of JS have been examined in the relation to OC extensively. Although these topics have been studied many times, results are inconsistent. In the literature there is strong evidence that JS is a significant predictor of OC. According to Vandenberg and Lance (1992), there is a casual relationship between two constructs. Mowday (1979) confirm the positive correlation between JS and OC. However, which dimensions individually impact OC is not clear. Igbaria & Guimera (1993) revealed that only promotion JS is a predictor of OC. Schwepker did not provide which dimensions of JS related to OC. Moreover, Ruthenford (2009) found that JS with overall job and satisfaction with promotion and advancement are related to OC.

This area of business ethics research is potentially useful for organizations and individuals. However, little research has been done to date in developing African countries such as Egypt. Therefore, the current study is trying to determine the moderating significant role of EC in the relationship between JS and OC.

The aim of this study is to investigate the effect of EC on JS and OC. This study contributes to the existing literature by examining EC as a moderator of the relationship between JS and OC at the industrial companies in Egypt. Researches in the West, not the east, are rich with these constructs. The development and validation of constructs have been provided by Western countries and USA and scholars point out the need for studies about JS, EC and OC outside these countries. For addressing this gap, the study provides validation of JS, EC and OC in Egyptian culture. Moreover, this study focuses on moderating effects of EC on the relationship between JS and OC. In the literature little work has been done to explore the moderating relationships between commitment and its consequences. To accomplish these objectives, we review the literature and establish conceptual framework. Then we propose hypotheses, and empirically test our hypotheses. Finally, we point out limitations of this study and recommend for future researches.

This study is structured as follows: Section one is introductory. Section two presents the literature review. Section three presents the research model. Section four presents the research questions and hypotheses. Section five explains the research strategy. Empirical results are provided in section six. Section seven handles the main findings. Research implications are presented in section eight. Section nine deals with the limitations and future research. Finally, the conclusions of this study are presented.

## 2. Literature Review

### 2.1. Job Satisfaction

Job Satisfaction (JS) is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1969).

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).

If employee likes his/her job, it will be lead to JS. JS is a broad concept, it can be both intrinsic and extrinsic. If an organization gives opportunity for personal growth and accomplishment, it enhances an intrinsic motivation to employee; if an organization provides pay satisfaction or chances for promotion, employees have extrinsic motivation (Schwepker, 2001).

JS is a positive (or negative) evaluative judgment one makes about one's job or job situation (Weis, 2002).

JS is a positive emotional reaction to a particular job (Oshagbemi, 2003). It is not a unitary concept. An employee can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects (Kreitner & Kinicki, 2004).

JS impacts both individuals and organizations. On the individual level, JS impacts stress (Zeytinoglu et al. 2007; Lambert, et al., 2007), and burnout (Oncel, et al., 2007). On the organizational level, JS impacts empowerment (Hechanova, et al., 2006), customer satisfaction (Homburg & Stock, 2004), service quality and performance (Park & Deitz, 2006), and OC (Al-Ajmi, 2006).

JS is explained as the feelings a worker has about his or her job experiences related to previous experiences, current expectations, or available alternatives (Zarea, et al., 2009).

JS is the amount of pleasure an employee has with the job (Dendaas, 2004), and can differ from employee to employee and is a subject widely researched in organizations (Farsi, et al., 2010).

JS is a multi-dimensional concept. Different researchers emphasize different facets of JS and measure them differently. Wood et al. (1986) emphasized four dimensions of JS (satisfaction with, information, variety, closure and pay). Churchill et al. (1974) developed seven dimensions of JS (satisfaction with: overall job, co-workers, supervision, company policy and support, pay, promotion, advancement and customers). Smith et al. (1969) focused a five dimension scale of JS (satisfaction with, type of work, the pay, opportunities for promotion, the supervision and the coworkers on the job). However, in the literature there is a different approach to measure satisfaction. Global scale of JS is composed of one single, integrated dimension. In this scale, respondents assert their overall feelings about the job (Spagnoli, 2012).

In this study, we follow Judge & Bono, 2001; Best & Thurston, 2004 with two dimensions of JS (internal

satisfaction and external satisfaction):

- *Internal Satisfaction*: the opportunities to demonstrate abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.
- *External Satisfaction*: Job content, salary, unobstructed channels for promotion, work environment and equipment.

## 2.2. Ethical Climate

EC refers to the degree to which ethical content is embodied in the organization's policies and regulations, and in employees' behaviors and perceptions. It is the prevailing perceptions of typical organizational practices and procedures that have ethical content. EC is how people in an organization typically decide whether it is right or wrong to pay kickbacks and hypothesized the following: (1) Organizations and subgroups within organizations develop different institutionalized normative systems; (2) although not completely homogeneous, these normative systems are known to organizational members sufficiently well to be perceived as a type of work climate; and (3) perceptions of EC differ from affective evaluations of EC (Victor & Cullen, 1988).

EC refers to the prevailing attitudes about the firm's standards concerning appropriate conduct in the organization (Kelley & Dorsch, 1991). It is the shared set of understandings about what correct behavior is and how ethical issues will be handled. This climate sets the tone for decision making at all levels and in all circumstances (Sims, 1992).

EC is the shared perception of how ethical issues should be addressed and what is ethically correct behavior (Deshpande, 1996).

It refers to the perceptions of the ethical standards that are reflected in the organization's practices, procedures, norms, and values (Babin et. al., 2000). EC is an appropriate indicator of the implementation policies of executive managers and whether executive managers have protected the interests of extended stakeholders, or only those of owners and managers (Ruppel & Harrington, 2000).

EC is the unspoken understanding among employees of what is and what is not acceptable behaviour. In most organizations, a moral atmosphere does prevail, therefore employees can feel the way ethical winds are blowing (Post et al., 2002).

It is influenced by individual and organizational characteristics, while the impact of the EC upon various forms of organizational performance has been demonstrated (Malloy & Agarwal, 2003).

EC encompasses (1) the formal and informal actions and decisions of employees and leadership directed at promoting ethical professional behavior-i.e., openness, transparency, and fidelity to the public interest and (2) shared beliefs and perceptions regarding the organization's moral priorities, decision making, norms, and behavior (Feldheim & Wang 2004).

It is a group of prescriptive climates reflecting the organizational procedures, policies, and practices with moral consequences (Martin & Cullen, 2006).

EC is a shared set of norms, values and practices regarding appropriate behaviour in the workplace (Belak, & Mulej, 2009; Shafer, 2009).

It is the perceptions or psychologically meaningful descriptions which employees hold concerning the ethical procedures and policies present in their organization or the perceptual lens that employees utilize in assessing a situation (Shapira-Lishchinsky & Rosenblatt, 2010).

EC makes an environment that enhances ethical values, clarifies role ambiguities, and provides a clear direction for ethical decision making in ethical situations enabling individuals to enjoy their works (Khan, (2012).

In this study, we follow Victor & Cullen, 1988 with five dimensions of EC (caring, instrumental, law and code, rules, and independence):

1. *The Caring climate*, where employees are expected to act in a way which is best for all enterprise stakeholders. Caring corresponds to the degree to which the environment may be characterized by workers who are sincerely interested in the well-being of each other. Caring climate is associated with egoism ethical criteria at the cosmopolitan level and benevolence at all levels. Caring climate have genuine or sincere attitude towards others' welfare within and outside the organization that might be affected by their ethical decision.
2. *The Law and Code Climate*, where employees are expected to respect and obey the law as well as codes and professional standards. Law and code correspond to the degree to which employees adhere strictly to the codes and regulations of their profession and government. Law and code climate is associated with the principle criteria at the cosmopolitan level. Law and code are directed by laws, regulations and professional code.
3. *The Rules Climate*, where employees must obey rules and procedures determined by the enterprise. Rules correspond to the degree to which employees strictly adhere to the rules and mandates of their organization or subunit. Rule climate is associated with the principal ethical criteria and organizations rules and procedures determined by the organization such as code of conduct. Rules climate is associated with the principle ethical criterion.
4. *The Instrumental Climate*, where fulfillment of individual interests is in focus; Instrumental corresponds to the degree to which employees look out for their own self-interest. The instrumental climate involves egoism criteria at the individual and local levels. In this climate, personal interest and organizational interest are important.
5. *The Independence Climate*, where employees are expected to follow their own moral beliefs in their decision making. Independence refers to the degree to which employees would be expected to be guided by

their personal moral beliefs. Independent climate is associated with principle criteria at the individual level. Independent climate is guided by personal convictions and personal morality.

### 2.3. Organizational Commitment

Organizational Commitment (OC) is a relative strength of a person's identification and involvement with the organization, as reflected in (1) acceptance of the organization's goals and values; (2) willingness to invest effort in the organization; and (3) a desire to belong to the organization (Porter et al. 1974; Mowday, et al., 1979).

It refers to employees' feeling and levels of attachment to their organizations. If an employee desires to remain in an organization, exerts effort willingly, believe in and accepts to organization's values and goals, OC can be enhanced in an organization (Barlett (2001). It can be classified into three category. They are affective, continuance and normative. All categories are related to each other and they represent employee's relationship with organizations and all of the types of commitment have implications for the decision to continue or discontinue membership of organization (Meyer et al, 2002).

OC is an employee's interest in, and affiliation to, an organization. Characteristics of OC include: (1) staunchly believing in and accepting the organization's goals and

values; (2) truly serving the organization, and (3) staunch affiliation to the organization (Meyer & Allen, 1991). It looks like a strong magnetic force attracting one metallic object to another and indicates the degree to which an employee identifies with the organization and want to remain within the organization in the future (Awad & Alhashemi, 2012).

In this study, we follow Porter et al., 1974; Trimble, 2006 with three dimensions of OC (value, effort, and retention):

- *Value Commitment*: Strong beliefs in and acceptance of the organizational objectives and values.
- *Effort Commitment*: Willingness to dedicate more efforts for the organizational benefits.
- *Retention Commitment*: Willingness to stay in the organization as a member of the organization.

### 3. Research Model

In the literature there is strong evidence that organization's climate are related to both OC and JS. Schwepker (2001) pointed the impact of EC on salesperson JS. A variety of studies found significant relationship between EC and OC. Based on previous studies; our research model posited EC as critical moderators of the impact of JS and OC. From the above discussion, the research model is as shown in Figure (1) below.

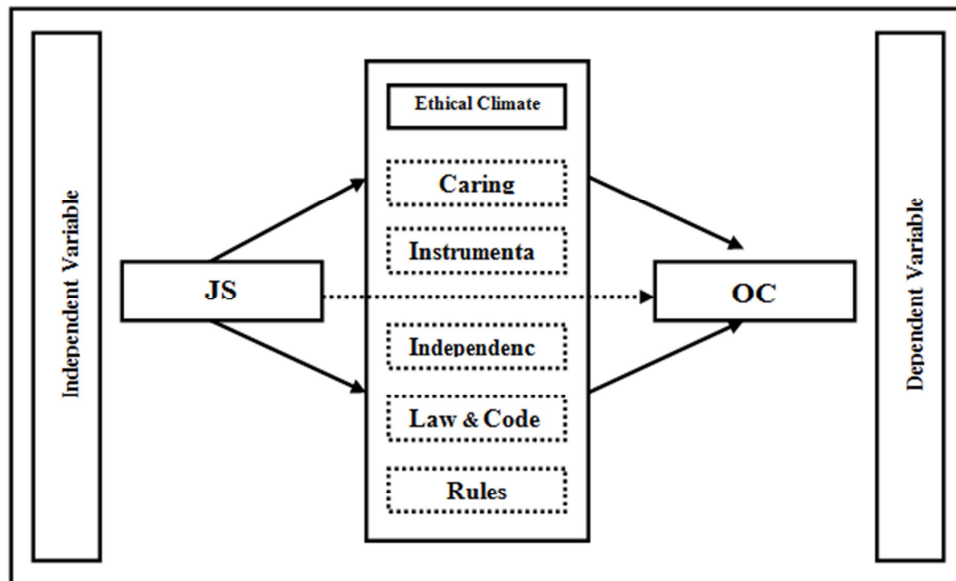


Figure (1). The Framework of the Relationships Among the Variables

The research framework suggests that EC plays a significant role in the relationship between JS and OC.

JS is measured in terms of the internal satisfaction and external satisfaction (Judge & Bono, 2001; Best & Thurston, 2004).

An EC as measured in this research consists of caring, law and code, rules, instrumental, and independence (Victor & Cullen (1988).

OC is measured in terms of value, effort, and retention commitment (Porter et al., 1974; Trimble, 2006).

### 4. Research Questions

The researcher found the research problem through two sources. The first source is to be found in previous studies, and it turns out that there is a lack in the number of literature reviews that dealt with the analysis of the relationship between JS, EC and OC for employees at the industrial companies in Egypt. This called for the researcher to test this relationship in the Egyptian environment. The second source

is the pilot study, which was conducted in an interview with (30) employees at the industrial companies in Egypt in order to identify the moderator role of EC in the relationship between JS and OC at the industrial companies in Egypt. The researcher found through the pilot study several indicators notably the important and vital role that could be played by EC in developing and improving Js and OC at the industrial companies in Egypt.

As a result of the discussions given above, the research questions of this study are as follows:

Q1: What is the nature and the extent of the relationship between JS and EC at the industrial companies in Egypt?

Q2: What is the nature and extent of the relationship between EC and OC at the industrial companies in Egypt?

Q3: What is the nature and extent of the relationship between JS and OC at the industrial companies in Egypt?

## 5. Research Hypotheses

The major purpose of this study is to examine the moderating significant role of EC in the relationship between JS and OC. The relationship between JS and OC is studied in the Western countries; the knowledge about these correlations in the Egyptian culture is scarce. Additionally, in the literature few studies have investigated the relationship between different dimensions of JS and components of OC (Tsai, 2008).

As a result of the discussions given above, the following hypotheses were developed to decide if there is a significant correlation between JS, EC and OC.

H1: There is no relationship between JS and EC at the industrial companies in Egypt.

H2: There is no impact of EC on OC at the industrial companies in Egypt.

H3: There is no relationship between JS and OC at the industrial companies in Egypt.

## 6. Research Strategy

### 6.1. Population and Sample

The population of the study included all employees at the industrial companies in Sadat city in Egypt. The total population is 11550 employees. Determination of respondent sample size was calculated using the formula (Daniel, 1999) as follows:

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2 (N-1) + (Z)^2 \times P(1-P)}$$

The number of samples obtained by 372 employees at the industrial companies in Sadat city in Egypt is presented in Table (1).

*Table (1). Distribution of the Sample Size*

Industrial Companies	Employees	Percentage	Sample Size
Ezz Company for Reinforcement Steel	2100	18.2%	372X 18.2% = 68
Arab Company for Steel (Arco Steel)	750	6.5%	372X 6.50% = 24
Horizon for Investment (Geraneto)	1200	10.4%	372X 10.4% = 39
Egyptian-American Steel Company (Bishan)	3300	28.6%	372X 28.6% = 106
Al Gawhara for Ceramics	2700	23.4%	372X 23.4% = 87
Egyptian Group for Investments (Prima)	1500	12.9%	372X 12.9% = 48
Total	11550	100%	372X 100% = 372

Source: Personnel Department at Industrial Companies, Sadat City, Egypt, 2013

*Table (2). Characteristics of the Sample*

Variables		Frequency	Percentage
1- Sex	Male	215	72.9%
	Female	80	27.1%
	Total	295	100%
2- Marital Status	Single	120	40.7%
	Married	175	59.3%
	Total	295	100%
3- Age	Under 30	110	37.3%
	From 30 to 45	155	52.5%
	Above 45	30	10.2%
	Total	295	100%
4- Educational Level	Secondary school	100	33.9%
	University	170	57.6%
	Post Graduate	25	8.5%
	Total	295	100%
5- Period of Experience	Less than 5 years	60	20.3%
	From 5 to 10	215	72.9%
	More than 10	20	6.8%
	Total	295	100%

## 6.2. Procedure

The goal of this study was to identify the significant role of EC in the relationship between JS and OC. A survey research method was used to collect data in this study. The questionnaire included four questions, relating to JS, EC, OC and biographical information of employees at the industrial companies in Egypt. Data collection took approximately two months. Survey responses were 79%, 295 completed surveys out of the 372 distributed.

## 6.3. Research Variables and Methods of Measuring

The 10-item scale JS section is based on Judge & Bono, 2001; and Best & Thurston (2004). There were five items measuring internal satisfaction and five items measuring external satisfaction. The 26-item scale EC section is based on Victor & Cullen, 1998. There were seven items measuring caring climate, seven items measuring instrumental climate, four items measuring law and code climate, four items measuring rules climate, and four items measuring

independence climate. The 12- item scale OC section is based on Porter et al., 1974; and Trimble (2006). There were four items measuring value commitment, four items measuring effort commitment, and four items measuring retention commitment.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) “full agreement,” (4) for “agree,” (3) for “neutral,” (2) for “disagree,” and (1) for “full disagreement.”

## 6.4. Data Analysis and Testing Hypotheses

The researcher has employed the following methods: (1) Cronbach's alpha or ACC, (2) (MRA), and (3) F- test and T- test. All these tests are found in SPSS.

## 7. Hypotheses Testing

Before testing the hypotheses and research questions, descriptive statistics were performed to find out means and standard deviations of JS, EC and OC.

*Table (3). shows the mean and standard deviations of JS, EC and OC*

Variables	The Dimension	Mean	Standard Deviation
JS	Internal	3.8339	0.72050
	External	3.7966	0.73001
	Total Measurement	3.8153	0.72201
EC	Caring	3.7317	0.88046
	Instrumental	3.6184	0.86813
	Law and code	3.7263	0.74021
	Rules	3.6729	0.75324
	Independence	3.6822	0.76464
	Total Measurement	3.6837	0.77409
	Value	3.8153	0.86442
OC	Effort	3.6492	0.78666
	Retention	3.7975	0.92207
	Total Measurement	3.7540	0.84330

According to Table (3), the first issue examined was the different facets of JS (internal satisfactions and external satisfactions). According to Table (3), among the various facets of JS, those who responded to the JS were most satisfied with internal ( $M=3.83$ ,  $SD=0.720$ ) and external ( $M=3.79$ ,  $SD=0.730$ ).

The second issue examined was the different facets of EC (caring, instrumental, law and code, rules, and independence). Most of the respondents identified the presence of a caring climate ( $M=3.73$ ,  $SD=0.880$ ). This was followed by instrumental climate ( $M=3.61$ ,  $SD=0.868$ ), independence climate ( $M=3.68$ ,  $SD=0.764$ ), rules climate ( $M=3.67$ ,  $SD=0.753$ ), law and code climate ( $M=3.72$ ,  $SD=0.740$ ).

The third issue examined was the different facets of OC (value, effort, retention). According to Table (3), among the various facets of OC, those who responded to the OC were most committed with value commitment ( $M=3.81$ ,  $SD=0.864$ ), retention commitment ( $M=3.79$ ,  $SD=0.922$ ) and effort commitment ( $M=3.64$ ,  $SD=0.786$ ).

### 7.1. Evaluating Reliability

Data analysis was conducted in there major phases. All scales were first subjected to reliability analysis. ACC was used to assess the reliability of the scales. Item analysis indicated that dropping any items from the scales would not significantly raise the alphas.

**Table (4).** Reliability of JS, EC and OC

Variables	The Dimension	Number of Statement	ACC
JS	Internal	5	0.7520
	External	5	0.7789
	Total Measurement	10	0.8939
EC	Caring	7	0.9321
	Instrumental	7	0.9200
	Law and code	4	0.6140
	Rules	4	0.6104
	Independence	4	0.6198
	Total Measurement	26	0.9627
	Value	4	0.8241
OC	Effort	4	0.8127
	Retention	4	0.8574
	Total Measurement	12	0.9494

To assess the reliability of the data, Cronbach's alpha test was conducted. Table (4) shows the reliability results for EC, JS, and OC. All items had alphas above 0.70 and were therefore excellent, according to Langdridge's (2004) criteria.

Table (4) presents the reliability of JS. The reliabilities of the internal satisfaction and external satisfaction scales are generally higher. The 10 items of JS are reliable because the ACC is 0.8939. For the internal satisfaction, which consists of 5 items is reliable because the ACC is 0.7520. External satisfaction, which consists of 5 items is reliable because the ACC is 0.7789. Thus, the internal consistency of JS can be acceptable.

According to Table (4), the 26 items of EC are reliable because the ACC is 0.9627. The care climate, which consists of 7 items, is reliable because the ACC is 0.9321. The 7 items related to instrumental climate are reliable because ACC is 0.9200. Furthermore, the independence climate, that consists of 4 items is reliable because the ACC is 0.6189. The 4 items related to rule climate are reliable because ACC is 0.6104 while the last four-item variable (law and code) is reliable because the ACC is 0.6140. Thus, the reliability of EC can be

acceptable.

Table (4) presents the reliability of OC. The 12 items of OC are reliable because the ACC is 0.9494. The value commitment, which consists of 4 items, is reliable because the ACC is 0.8241. Retention commitment, which consists of 4 items, is reliable because the ACC is 0.8574. Furthermore, effort commitment, that consists of 4 items, is reliable because the ACC is 0.8127. Thus, the reliability of OC can be acceptable.

Accordingly, three scales were defined, JS (10 variables), where ACC represented about 0.8939, EC (26 variables), where ACC represented about 0.9627, and OC (12 variables), where ACC represented 0.9494.

## 7.2. Job Satisfaction and Ethical Climate

The relationship between JS (internal and external) and EC is determined. The first hypothesis to be tested is:

*H1: There is no relationship between JS and EC at the industrial companies in Egypt.*

**Table (5).** Correlation between JS and EC

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sign
H1	Internal Satisfaction	EC	0.576**	0.000
	External Satisfaction		0.549**	0.000
	Total Measurement		0.565**	0.000

Note: \*\* Correlation is significant at 0.01 level.

Based on the Table (5), correlation between internal satisfaction and EC is 0.576. For external satisfaction and EC, the value is 0.549. The overall correlation between JS and EC is 0.565.

These findings are consistent with previous researchers who found that there is a significant and positive relationship between JS and EC (Sims & Kroeck, 1994; Koh & Boo, 2001; Schwepker, 2001; Wu 1999; Koh and Boo, 2004; Cavanagh, 2005; Loeb et al., 2005; Weeks & Nantel, 2004; and Zehir, et al., 2010, 2011).

### 7.2.1. The Relationship Between JS (Internal Satisfaction) and EC

As Table (6) proves, the MRA resulted in the R of 0.634 demonstrating that the 5 independent variables of internal satisfaction construe EC significantly.

Furthermore, the value of R square, 5 independent variables of internal satisfaction can explain only 40.2% of the total factors in EC level. Hence, 59.8% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

**Table (6).** MRA Results for JS (Internal Satisfaction) and EC

The Variables of JS	Beta	R	R <sup>2</sup>
1. My job provides me the chance to fulfill my ability.	0.206**	0.331**	0.109
2. I can derive a sense of achievement from my job.	0.059	0.436**	0.190
3. I am satisfied with my self-development from my job.	0.223**	0.411**	0.168
4. I am competent to do my present job.	0.412**	0.559**	0.312
5. I find my job meaningful.	0.039	0.330**	0.108
▪ MCC	0.634		
▪ DC	0.402		
▪ Calculated F	38.932		
▪ Degree of Freedom	5,289		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		

\*\* P < .01

## 7.2.2. The Relationship Between JS (External Satisfaction) and EC

**Table (7).** MRA Results for JS (External Satisfaction) and EC

The Variables of JS	Beta	R	R <sup>2</sup>
1. I am satisfied with my present job's environment and facilities.	0.399**	0.549**	0.301
2. Compared with other banking personnel, I am content with my salary.	0.109	0.380**	0.144
3. My present job provides me a chance for promotion.	0.108	0.431**	0.185
4. I get along well with my colleagues.	0.031	0.304**	0.092
5. I would get complimented when I do well on my job.	0.237**	0.357**	0.127
▪ MCC	0.618		
▪ DC	0.382		
▪ Calculated F	35.746		
▪ Degree of Freedom	5,289		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		

\*\* P < .01

As Table (7) proves, the MRA resulted in the R of 0.618. This means that EC has been significantly explained by the 5 independent variables of external JS.

As a result of the value of R<sup>2</sup> the five independent variables justified only 38.2 % of the total factors in EC level. Hence, 61.8% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

## 7.3. Ethical Climate and Organizational Commitment

The relationship between EC and OC is determined. The second hypothesis to be tested is:

*H2: There is no impact of EC on OC at the industrial companies in Egypt.*

**Table (8).** Correlation between EC and OC

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sign
H2	Caring	OC	0.914**	0.000
	Instrumental		0.912**	0.000
	Law and code		0.887**	0.000
	Rules		0.816**	0.000
	Independence		0.806**	0.000
Total Measurement			0.930**	0.000

Note: \*\* Correlation is significant at 0.01 level.

Based on the Table (8), correlation between care and OC is 0.914. For instrumental and OC, the value is 0.912 whereas law and code and OC shows correlation value of 0.887. The value of 0.816 represents the correlation between rules and OC. Independence and OC shows correlation value of 0.806. The overall correlation between EC and OC is 0.930.

These findings are consistent with previous researchers who found that the correlation between EC and OC was

positive and significant (Hunt et al., 1989; Kelley & Dorsch, 1991; Sims & Kroeck, 1994; Verbeke et al., 1996; Trevino et al., 1998; Singhapakdi, et al., 1999; Babin, et al., 2000; Schwepker, 2001; Oz, 2001; Valentine et al., 2002; Cullen et al., 2003; Vitell & Hidalgo, 2006; Tsui & Huang, 2008; Oz, 2008; Shafer, 2009; Zehir, et al., 2011; Purhanudin, et al., 2012).

### 7.3.1. The Relationship Between EC (Caring) and OC

*Table (9). MRA Results for EC (Caring) and OC*

The Variables of EC	Beta	R	R <sup>2</sup>
1. The most important concern is the good of all the people in the organization.	0.125*	0.814**	0.662
2. Our major consideration is what is best for everyone in the organization.	0.049	0.821**	0.674
3. In this organization, our major concern is always what is best for the other person.	0.391**	0.862**	0.743
4. In this organization, people look out for each other's good.	0.039	0.807**	0.651
5. The most efficient way is always the right way in this organization.	0.005	0.648**	0.419
6. In this organization, each person is expected above all to work efficiently.	0.399**	0.806**	0.649
7. It is expected that you will always do what is right for the customer and public	0.181**	0.660**	0.435
▪ MCC	0.931		
▪ DC	0.867		
▪ Calculated F	268.073		
▪ Degree of Freedom	7,287		
▪ Indexed F	2.63		
▪ Level of Significance	0.000		

\*\* P < .01

\* P < .05

Table (9) proves that there is a relationship between EC (Caring) and OC in significance level of 0,000. Moreover, the value of R<sup>2</sup>, the 7 independent variables can explain 86.7% of the total differentiation in OC level.

For the results of a structural analysis of the MRA, the direct effect of EC (Caring) and OC is obtained. Because MCC is 0.931, it is concluded that there is enough empirical evidence to reject the null hypothesis.

As Table (10) proves, the MRA resulted in the R of 0.952. This means that OC has been significantly explained by the 7 independent variables of EC (Instrumental). Furthermore, the R<sup>2</sup> of 0.907 indicates that the percentage of the variable interprets the whole model, that is, 90.7%. It is evident that the five independent variables justified 90.7% of the total factors of OC. Hence, 9.3% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

### 7.3.2. The Relationship Between EC (Instrumental) and OC

*Table (10). MRA Results for EC (Instrumental) and OC*

The Variables of EC	Beta	R	R <sup>2</sup>
1. Work is considered substandard only when it hurts the organization's interests.	0.029	0.566**	0.320
2. People are expected to do anything to further the organization's interests.	0.496**	0.903**	0.815
3. There is no room for one's own personal morals or ethics in this organization.	0.205**	0.801**	0.641
4. In this organization, people protect their own interests above other considerations.	0.019	0.824**	0.678
5. In this organization, people are mostly out for themselves.	0.020	0.586**	0.343
6. The major responsibility of people in this organization is to consider efficiency first	0.357**	0.809**	0.654
7. People are concerned with the organization's interests – to the exclusion of all else	0.022	0.794**	0.630
▪ MCC	0.952		
▪ DC	0.907		
▪ Calculated F	400.339		
▪ Degree of Freedom	7,287		
▪ Indexed F	2.63		
▪ Level of Significance	0.000		

\*\* P < .01

### 7.3.3. The Relationship Between EC (Law and Code) and OC

*Table (11). MRA Results for EC (Law and Code) and OC*

The Variables of EC	Beta	R	R <sup>2</sup>
1. In this organization, people are expected to strictly follow legal or professional standards.	0.642**	0.899**	0.808
2. People are expected to comply with the law and professional standards over and above other considerations.	0.206**	0.749**	0.561
3. The first consideration is whether a decision violates any law.	0.023	0.216**	0.046
4. In this organization, the law or ethical code of their profession is the major consideration.	0.366**	0.598**	0.357
▪ MCC	0.977		
▪ DC	0.955		
▪ Calculated F	1541.377		
▪ Degree of Freedom	4, 290		
▪ Indexed F	3.32		
▪ Level of Significance	0.000		

\*\* P < .01

Table (11) proves that there is a relationship between EC (Law and Code) and OC. As a result of the value of  $R^2$ , the 4 independent variables can explain 95.5% of the total differentiation in OC level.

For the results of a structural analysis of the MRA, the direct effect of EC (Instrumental) and OC is obtained.

Because MCC is 0.977, there is enough empirical evidence to reject the null hypothesis.

#### 7.3.4. The Relationship Between EC (Rules) and OC

*Table (12). MRA Results for EC (Rules) and OC*

The Variables of EC	Beta	R	R <sup>2</sup>
1. Everyone is expected to stick to organizational rules and procedures.	0.527**	0.899**	0.808
2. Successful people in this organization go by the book.	0.423**	0.887**	0.786
3. Successful people in this organization strictly obey the organization's policies.	0.056*	0.182**	0.033
4. It is very important to follow strictly the organization's rules and procedures here.	0.001	0.228**	0.051
▪ MCC	0.927		
▪ DC	0.859		
▪ Calculated F	441.618		
▪ Degree of Freedom	4, 290		
▪ Indexed F	3.32		
▪ Level of Significance	0.000		

\*\* P < .01

\* P < .05

As Table (12) proves, the MRA resulted in the R of 0.927. This means that OC has been significantly explained by the 5 independent variables of EC (Rules).

Furthermore, the  $R^2$  of 0.859 indicates that the percentage of the variable interprets the whole model, that is, 85.9%. It is evident that the four independent variables justified 95.9%

of the total factors of OC. Hence, 4.1% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

#### 7.3.5. The Relationship Between EC (Independence) and OC

*Table (13). MRA Results for EC (Independence) and OC*

The Variables of EC	Beta	R	R <sup>2</sup>
1. In this organization, people are guided by their own personal ethics.	0.518**	0.899**	0.808
2. Each person in this organization decides for themselves what is right and wrong.	0.431**	0.887**	0.786
3. In this organization, people are expected to follow their own personal and moral beliefs.	0.025	0.190**	0.036
4. The most important concern in this organization is each person's own sense of right and wrong.	0.020	0.225**	0.050
▪ MCC	0.926		
▪ DC	0.857		
▪ Calculated F	434,595		
▪ Degree of Freedom	4, 290		
▪ Indexed F	3.32		
▪ Level of Significance	0.000		

\*\* P < .01

Table (13) proves that there is a relationship between EC (Independence) and OC. As a result of the value of  $R^2$ , the 4 independent variables can explain 85.7% of the total differentiation in OC level.

For the results of a structural analysis of the MRA, the direct effect of EC (Instrumental) and OC is obtained. Because MCC is 0.926, there is enough empirical evidence to reject the null hypothesis.

#### 7.4. Job Satisfaction and Organizational Commitment

The relationship between EC and JS is determined. The third hypothesis to be tested is:

*H3: There is no relationship between JS and OC at the industrial companies in Egypt.*

*Table (14). Correlation between JS and OC*

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sign
H3	Internal Satisfaction	OC	0.518**	0.000
	External Satisfaction		0.489**	0.000
Total Measurement			0.565**	0.000

Note: \*\* Correlation is significant at 0.01 level.

Based on the Table (14), correlation between internal satisfaction and EC is 0.518. For external satisfaction and EC, the value is 0.489. The overall correlation between JS and EC is 0.506.

These findings are consistent with previous researchers who found that there is a positive correlation between JS and

OC (Akehurst, 2009; Ruthenford, 2009; Tsai, 2008; Igbaria & Guimera, 1993; Vandenberg & Lance, 1992; Mowday, 1979).

#### 7.4.1. The Relationship Between JS (Internal Satisfaction) and OC

*Table (15). MRA Results for JS (Internal Satisfaction) and OC*

The Variables of JS	Beta	R	R <sup>2</sup>
1. My job provides me the chance to fulfill my ability.	0.144**	0.260**	0.067
2. I can derive a sense of achievement from my job.	0.014	0.390**	0.152
3. I am satisfied with my self-development from my job.	0.284**	0.406**	0.164
4. I am competent to do my present job.	0.405**	0.519**	0.269
5. I find my job meaningful.	0.087	0.283**	0.080
▪ MCC	0.588		
▪ DC	0.346		
▪ Calculated F	30.566		
▪ Degree of Freedom	5,289		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		

\*\* P < .01

\*\* P < .01

Table (15) proves that there is a relationship between JS (Internal Satisfaction) and OC. As a result of the value of R<sup>2</sup>, the 5 independent variables can explain 34.6% of the total differentiation in OC level.

For the results of a structural analysis of the MRA, the direct effect of JS (Internal Satisfaction) and OC is obtained.

Because MCC is 0.588, then there is enough empirical evidence to reject the null hypothesis.

#### 7.4.2. The Relationship Between JS (External Satisfaction) and OC

*Table (16). MRA Results for JS (External Satisfaction) and OC*

The Variables of JS	Beta	R	R <sup>2</sup>
1. I am satisfied with my present job's environment and facilities.	0.389**	0.511**	0.261
2. Compared with other banking personnel, I am content with my salary.	0.151*	0.357**	0.127
3. My present job provides me a chance for promotion.	0.081	0.388**	0.114
4. I get along well with my colleagues.	0.080	0.255**	0.065
5. I would get complimented when I do well on my job.	0.180**	0.292**	0.085
▪ MCC		0.562	
▪ DC		0.316	
▪ Calculated F		26,671	
▪ Degree of Freedom		5,289	
▪ Indexed F		3.01	
▪ Level of Significance		0.000	

\*\* P < .01

\* P < .05

## 8. Research Findings

The present study on analyzing the moderating significant role of EC in the relationship between JS and OC at the industrial companies in Egypt revealed the following results:

1. There is a significant relationship between JS and EC. This is consistent with the finding that the employees who believed their organization had a caring climate were more satisfied with their job. EC plays an important role in influencing JS. Also, EC contributes significantly to the promotion of JS. This result is consistent with a study by Deshpande, 1996; Martin & Cullen, 2006; Meral & Lutfihak, 2009.
2. This study concluded that the EC was positively related

with OC. Overall findings from this study suggested that EC does affect employees' commitment. Hence management should ensure that suitable EC be applied in the organization through the encouragement of cooperative teamwork. This result is consistent with a study by Kidron, 1978; Yousef, 2000; Valentine & Lucero, 2002; Cullen & Victor, 2003.

3. There is a positive relationship between JS and OC of employees in the organization. This result is consistent with a study by Akehurst, 2009; Ruthenford, 2009; Tsai, 2008; Igbaria & Guimera, 1993; Vandenberg & Lance, 1992; Mowday, 1979.
4. There is a significant role of EC in the relationship between JS and OC. In other words, JS affects OC

through EC. This result is consistent with a study by Zehir et al., 2012.

## 9. Research Implications

### 9.1. Academic Implications

Our findings support the view that there is a significant relationship between JS and EC. The results are consistent with research conducted by Vitell & Davis, 1990; Sims & Kroeck, 1994; Babin & Boles, 1996; Viswesvaran & Deshpande, 1996; Deshpande, 1996; Joseph & Deshpande, 1997; West & Patterson, 1998; Viswesvaran et al., 1998; Wu 1999; Urden, 1999; Kornfeld, 1999; Oshagbemi, 2003; Koh & Boo, 2001; Schwepker, 2001; Okpara, 2002; Johnsrud & Rosser, 2002; Weeks & Nantel, 2004; Thomas et al., 2004; Koh & Boo, 2004; Cavanagh, 2005; Loeb et al., 2005; Okpara, & Wynn, 2008; Jordan, et al., 2009; Zehir, et al., 2011.

On the other hand, our findings support the view that the correlation between EC and OC was positive and significant. The results are consistent with research conducted by Angle & Perry, 1981; DeCotiis & Summers, 1987; Hunt et al., 1989; Kelley & Dorsch, 1991; Sims & Kroeck, 1994; Verbeke et al., 1996; Allen & Meyer, 1996; Trevino et al., 1998; Singhapakdi, et al., 1999; Babin, et al., 2000; Schwepker, 2001; Moreover, Oz, 2001; Valentine et al., 2002; Cullen et al., 2003; Vitell and Hidalgo, 2006; Okpara & Wynn, 2008; Tsui & Huang, 2008; Shafer, 2009; Zehir, et al., 2011; Purhanudin, et al., 2012.

Finally, our findings support the view that there is a highly significant relationship between JS and OC. The results are consistent with research conducted by Akehurst, 2009; Ruthenford, 2009; Tsai, 2008; Igbaria & Guimera, 1993; Vandenberg & Lance, 1992; Mowday, 1979.

### 9.2. Practical Implications

We can conclude that managers at the industrial companies in Egypt might be able to improve JS by reducing or eliminating the opportunities for unethical behavior within their companies. This may be attained by calling for ethical behavior within their organizations in Egypt.

JS may be affected by EC. JS is mostly affected by top management as it supports EC. It also helps employees pay attention to legal and professional standards.

The caring environment may exist with the help of top management at the industrial companies in Egypt. This is achieved by taking employees interests into account.

Ethics audit and moral character are some of the devices exploited by top management to create a positive climate and attitude.

JS and OC may be boosted if EC is encouraged. In this way, absenteeism and turnover will be lower. Productivity and profitability, also will be higher.

## 10. Limitations and Future Research

There are some limitations of this study. Firstly, the data

was collected from employees in one country, Egypt. Therefore, the generalization of the results must be made with caution. Secondly, the findings may not be generalized to other companies in Egypt; thirdly, a small sample size is used.

There are several areas for future research. They are (1) the relationship between EC and performance, (2) the mediating variables which link EC to OC, (3) similar studies should be undertaken in other companies in Egypt, using a larger sample size, (4) future studies should look at a comparative study of another sector such as education, and tourism, and (5) future studies should examine the relationship between EC and turnover.

## 11. Conclusion

This study attempted to investigate the moderating significant role of EC in the relationship between JS and OC.

The study proved the relation between EC and JS and OC. It revealed that EC consists of five types (caring, instrumental, law and code, rules, and independence). Individual and organizational traits have an impact on EC. JS, EC and OC proved to be related.

Managers or policy-makers may make use of the present study. It will highlight types of EC, the impact of EC on JS and OC, and the way EC is understood by various individual and organizational characteristics. The desired EC is hinted at.

Ethical behavior and decision making are formulated by EC provided that it is deep rooted in leadership, culture, socialization, and communication.

The desired behavior should not be violated. Otherwise, penalties may be applied. EC should be subject to serious discussion to be well grasped. In this way, a positive attitude may be found an higher JS and OC may be gained.

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