



## The Effect of Organizational Ethical Climate on Organizational Commitment of Employees (Case Study: Zabol Social Security Hospital)

Mohammad Reza Ganji<sup>1</sup>, Alireza Sargolzaei<sup>2\*</sup>, Hamid Okati<sup>3</sup>

<sup>1</sup>Department of Management, Zabol Branch, Islamic Azad University, Zabol, Iran.

<sup>2</sup>Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, Iran.

<sup>3</sup>Department of Management, Zabol Branch, Islamic Azad University, Zabol, Iran.

### ABSTRACT

*The Moral Perceptions to Individuals In determining the issues related to morality and determining which criteria must be used to understand, assess and resolve those ethical issues. To help you A. The aim of this paper is to explain the impact Joe Moral Organizational On obligation Organizational Staff Hospital supply social Zabol is. Research Present to In terms of Target , Nature and Method , Research from Kind of Applicable , Descriptive and Correlation Is. Society Statistics of these Research Contains the whole theory Hospital staff supply social Zabol to 272 people. To determine the sample size of the sample used to calculate the sample size of 169 patients were randomly selected. To Total The product Information First With Use From interview From experts And Elite And Professors Certified questionnaire Elsie organizational ethical climate And Lpkan (2009) And organizational commitment of Allen and Meyer (1999) Prepared And Then At Among Society Statistical Distribution And So From Total The product Information By Soft The software SPSS Case Parsing And Analysis Put Respectively. To analyze the data from both descriptive and inferential statistics used in descriptive statistics indicators, such as frequency tables and diagrams As well as inferential statistics and Kolmogorov fits the data as Smirnov-Kolmogorov and linear regression is used. The findings showed that organizational ethical climate and its components on organizational commitment Hospital supply social Zabol is a positive and significant impact.*

**Keywords:** ethical climate, organizational commitment, staff, hospital

**Corresponding author:** Alireza Sargolzaei

### INTRODUCTION

Today, organizations are struggling to survive and achieve more profitability, which it has more distinguished importance of identifying factors affecting staff and consequences associated with their work for managers. Increasing emphasis on staff understanding and their behaviors within organization have led to special attention to issues such as investigating employees' perceptions of organizational climate (Riegel, 2007). On the other hand, occurring various immoral behaviors in organizations and their harmful negative consequences have attracted attention of many organizational executives and officials on ethics in workplace (Sims and Keon, 2007).

Ethical work climate was introduced for the first time in 1998. The structure is defined as "the shared organizational perceptions about what morally right behavior is and how to deal with ethical issues in organization" (Van Sand, 2003). Ethical climate in organizations is an important source of information for employees that considers what actions are "right" or moral in a work field. So the perceived ethical climate helps people to determine issues related to ethics and identify which criteria should be used to understand, assess and resolve ethical issues (Barnett & Wikis, 2000).

The common ethical work climate in an organization is often determined by analyzing moral choices of people. There is a two-dimensional category to investigate decision-making patterns of organization's members. The first dimension contains ethical criteria and the second one includes analysis position (Weber, 2007). Ethical criteria include principles or standards that are used in organizational decision-making. According moral philosophy, these criteria can be classified into three groups: egocentricity (maximizing individual interests), benevolence (maximizing common interests) and rule of law (following laws). Position analysis is a group that is considered as source of moral reasoning of a person. It can be classified into three categories too: individual (consider needs and preferences of the person), local (consider organizational interests) and global (consider larger interests of social/economic system) (Smith et al, 2009). Sorting both dimensions on two cross axes causes creating nine category of ethical work climate.

This typology of ethical climate was considered as basis for developing questionnaire of ethical climate as a data collection tool, but results showed that although there are nine categories of ethical climate that can be understood and reviewed in the theory, but this does not mean their real existence in organizations (Dah et al., 2010). In fact, studies showed the following five real climates in organizations (known types empirically): 1) altruistic climate where employees are expected to act in a way that stakeholders are best served; 2) legal environment in which employees should follow

determined rules and procedures by organization; 3) legal and principled climate where employee are expected to follow outer ethical principles such as law, Bible or professional principles; 4) independent climate where employees are expected to follow their moral beliefs on decision; 5) tool climate where the focus is on satisfying individual interests. Their studies show that organizations have a mix of ethical climates (Victor, 1998).

Therefore, considering the importance of research in the field of ethical climate and also by considering lack of research on examination of five types of ethical climate as well as their relationship with important consequences such as organizational commitment in organizations and, most importantly, lack of research in this field at Zabol Social Security Hospital, the present research aims to investigate implications of five types of ethical climate on the organization; in fact, there is brought up the question whether variety of ethical climates will affect organizational commitment of staff in Zabol Social Security Hospital.

**Hypotheses**

The main hypothesis

Organizational ethical climate affects organizational commitment of employees in Zabol Social Security Hospital.

Sub-Hypotheses

- Selfish ethical climate affects organizational commitment of employees in Zabol Social Security Hospital.
- Ethical climate based on social responsibility affects organizational commitment of employees in Zabol Social Security Hospital.
- Ethical climate based on observance of professional rules and principles affects organizational commitment of employees in Zabol Social Security Hospital.
- The variable of organizational ethical climate in the Zabol Social Security Hospital is in a favorable situation.
- The variable of organizational commitment in the Zabol Social Security Hospital is in a favorable situation.

**METHODOLOGY**

This research is an applicable, descriptive and correlational, in terms of objective, nature and methods. In this research, there have been used library studies and academic papers and magazines to collect theoretical basis and history. There have been also used field methods and search in population for collecting statistical data to test the research hypotheses. To collect data, we firstly prepared questionnaires of Organization's Ethical Climate (Elsie & Alpkhan, 2009) and Organizational Commitment (Allen & Meyer, 1999). Then they were distributed among the population and analyzed after collecting data. The research population consisted of all staff of Zabol Social Security Hospital (n= 272). The Cochran formula was used to determine sample size and there was considered 169 people as the sample size. As each employee can be selected for the sample, so we used the simple random sampling method. In this research, after collecting questionnaires, data file was created in SPSS software In order to analyze the data, there were used descriptive and inferential statistics due to number of variables, type of study, the relationships between variables using frequency tables, diffusion indicators and histograms. We used indicators such as frequency tables and charts in descriptive statistics; while in

inferential statistics, we used a test accordance with data such as Smirnov-Kolmogorov and linear regression.

**FINDINGS**

To test the research hypotheses, there have been used linear regression test using SPSS software.

**The main hypothesis: Organizational ethical climate affects organizational commitment of employees in Zabol Social Security Hospital.**

**Table 1.** The entered variables in regression model

Model	The entered variable	The deleted variable	Method
1	Organizational ethical climate	-	Enter

Dependent variable: Organizational commitment

**Table 2.** Model summary

Model	R	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	0.223	0.049	0.045

To evaluate the effect size, regression model fitting was analyzed, which it is discussed below. Therefore, to investigate and present the model between organization's ethical climate (Y) and organizational commitment (X), the proposed model is presented after reviewing the presented model's adequacy indicators in the following table.

The above table shows that variable of organizational ethical climate explains 4.9% changes of organizational commitment. The following table shows the obtained regression coefficients.

**Table 3.** Calculating organizational commitment regression equation

Model		Non-standard coefficients		Standard coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	0.263	0.167	0.223	1.59	0.000
	Organizational ethical climate	0.896	0.085		23.47	

Dependent variable: organizational commitment

The test result shows effect of organizational ethical climate variable on organizational commitment variable. The coefficient of variable of organizational ethical climate to organizational commitment is 0.223. It means that increasing organizational ethical climate increases organizational commitment. Of course, this value is the same value in Pearson correlation between both variables. The entered variable in regression equation is the core of regression analysis, which is presented in the above table. The regression equation can be calculated using column of the non-standard coefficients as follows:

$$\text{Organizational commitment} = 0.263 + (0.896) \text{ organizational ethical climate}$$

It can be said that the dependent variable will be enhanced by enhancing a unit of each independent variable as the written coefficient. In other words, by enhancing one unit of organizational ethical climate, standard deviation of organizational commitment will be enhanced 0.896 units. As a result, they are related directly. The table shows significance level of regression coefficients for the independent variable. This value is 0.000 for this variable; as a result, organizational ethical climate affects organizational commitment.

**Sub-hypothesis1:** Selfish ethical climate affects organizational commitment of employees in Zabol Social Security Hospital.

**Table 4.** The entered variables in regression model

Model	The entered variable	The deleted variable	Method
1	Selfish ethical climate	-	Enter

Dependent variable: Organizational commitment

**Table5.** Model summary

Model	R	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	0.121	0.014	0.010

To evaluate the effect size, regression model fitting was analyzed, which it is discussed below. Therefore, to investigate and present the model between Selfish ethical climate (Y) and organizational commitment (X), the proposed model is presented after reviewing the presented model's adequacy indicators in the following table.

The above table shows that variable of Selfish ethical climate explains 1.4% changes of organizational commitment. The following table shows the obtained regression coefficients.

**Table 6.** Calculating organizational commitment regression equation

Model		Non-standard coefficients		Stand ard coeffi cients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.63	0.362	0.121	5.69	0.002
	Selfish ethical climate	0.756	0.114		9.63	
Dependent variable: organizational commitment						

The test result shows effect of Selfish ethical climate variable on organizational commitment variable. The coefficient of variable of Selfish ethical climate to organizational commitment is 0.121. It means that increasing Selfish ethical climate increases organizational commitment. Of course, this value is the same value in Pearson correlation between both variables. The entered variable in regression equation is the

core of regression analysis, which is presented in the above table. The regression equation can be calculated using column of the non-standard coefficients as follows:

$$\text{Organizational commitment} = 1.63 + (0.756) \text{ Selfish ethical climate}$$

It can be said that the dependent variable will be enhanced by enhancing a unit of each independent variable as the written coefficient. In other words, by enhancing one unit of Selfish ethical climate, standard deviation of organizational commitment will be enhanced 0.756 units. As a result, they are related directly. The table shows significance level of regression coefficients for the independent variable. This value is 0.002 for this variable; as a result, Selfish ethical climate affects organizational commitment.

**Sub-hypothesis2:** Ethical climate based on social responsibility affects organizational commitment of employees in Zabol Social Security Hospital.

**Table 7.** The entered variables in regression model

Model	The entered variable	The deleted variable	Method
1	Ethical climate based on social responsibility	-	Enter

Dependent variable: Organizational commitment

**Table 8.** Model summary

Model	R	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	0.145	0.021	0.0202

To evaluate the effect size, regression model fitting was analyzed, which it is discussed below. Therefore, to investigate and present the model between Ethical climate based on social responsibility (Y) and organizational commitment (X), the proposed model is presented after reviewing the presented model's adequacy indicators in the following table.

The above table shows that variable of Ethical climate based on social responsibility explains 2.1% changes of organizational commitment. The following table shows the obtained regression coefficients.

**Table 9.** Calculating organizational commitment regression equation

Model		Non-standard coefficients		Stand ard coeffi cients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.70	0.211	0.145	8.08	0.008
	Ethical climate based on social responsibility	0.523	0.050		10.41	
Dependent variable: organizational commitment						

The test result shows effect of Ethical climate based on social responsibility variable on organizational commitment variable. The coefficient of variable of Ethical climate based on social responsibility to organizational commitment is 0.145. It means that increasing Ethical climate based on social responsibility increases organizational commitment. Of course, this value is the same value in Pearson correlation between both variables. The entered variable in regression equation is the core of regression analysis, which is presented in the above table. The regression equation can be calculated using column of the non-standard coefficients as follows:

$$\text{Organizational commitment} = 1.70 + (0.523) \text{ Ethical climate based on social responsibility}$$

It can be said that the dependent variable will be enhanced by enhancing a unit of each independent variable as the written coefficient. In other words, by enhancing one unit of Ethical climate based on social responsibility, standard deviation of organizational commitment will be enhanced 0.896 units. As a result, they are related directly. The table shows significance level of regression coefficients for the independent variable. This value is 0.000 for this variable; as a result, Ethical climate based on social responsibility affects organizational commitment.

**Sub-hypothesis3:** Ethical climate based on observance of professional rules and principles affects organizational commitment of employees in Zabol Social Security Hospital.

**Table 10.** The entered variables in regression model

Model	The entered variable	The deleted variable	Method
1	Ethical climate based on observance of professional rules and principles	-	Enter

Dependent variable: Organizational commitment

**Table 11.** Model summary

Model	R	R <sup>2</sup>	R <sup>2</sup> adj
1	0.223	0.049	0.045

To evaluate the effect size, regression model fitting was analyzed, which it is discussed below. Therefore, to investigate and present the model between Ethical climate based on observance of professional rules and principles (Y) and organizational commitment (X), the proposed model is presented after reviewing the presented model's adequacy indicators in the following table.

The above table shows that variable of ethical climate based on observance of professional rules and principles explains 4.9% changes of organizational commitment. The following table shows the obtained regression coefficients.

**Table 12.** Calculating organizational commitment regression equation

Model	Non-standard coefficients		Standard coefficients	T	Sig
	B	Std. Error	Beta		
1	Constant	0.263	0.167	0.223	0.000
	Ethical climate based on observance of professional rules and principles	0.896	0.085		

Dependent variable: organizational commitment

The test result shows effect of ethical climate based on observance of professional rules and principles variable on organizational commitment variable. The coefficient of variable of ethical climate based on observance of professional rules and principles to organizational commitment is 0.223. It means that increasing ethical climate based on observance of professional rules and principles increases organizational commitment. Of course, this value is the same value in Pearson correlation between both variables. The entered variable in regression equation is the core of regression analysis, which is presented in the above table. The regression equation can be calculated using column of the non-standard coefficients as follows:

$$\text{Organizational commitment} = 0.263 + (0.896) \text{ ethical climate based on observance of professional rules and principles}$$

It can be said that the dependent variable will be enhanced by enhancing a unit of each independent variable as the written coefficient. In other words, by enhancing one unit of ethical climate based on observance of professional rules and principles, standard deviation of organizational commitment will be enhanced 0.896 units. As a result, they are related directly. The table shows significance level of regression coefficients for the independent variable. This value is 0.000 for this variable; as a result, ethical climate based on observance of professional rules and principles affects organizational commitment.

**Sub-hypothesis4:** The variable of organizational ethical climate in the Zabol Social Security Hospital is in a favorable situation.

To test this hypothesis, which is measured using questionnaire, the test statistic is as follows:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

The average of results is minimum 1 and maximum of 5 that are considered for the Likert scale.

**Table 13.** Results of t-test

Concept	No.	Ave	SD	Mean standard error
Organizational ethical climate	169	4.05	0.498	0.059

**Table 14.** Results of one-sample t-test

Concept	T	DF	Sig	Average difference	Confidence level of 95% difference	
					Up limit	Low limit
Organizational ethical climate	21.27	168	0.000	1.05	1.147	1.38

The test result consists of two outputs. The first output shows descriptive indicators of the variable that include number of respondents, mean and standard deviation. The second output also shows results of the mean test. The first left column shows the concept. The second, third and fourth columns show t-statistic, degree of freedom and significance (Sig) respectively. Given that Sig < 0.05, so the research hypothesis is confirmed. The above table shows that the obtained average of significance level for organizational ethical climate is 4.05, which is more than 3. So on level of error 5%, it can be said that H<sub>0</sub> is rejected. It means that organizational ethical climate variable in is in a desirable situation on Zabol Social Security Hospital.

**Sub-hypothesis5:** The variable of organizational commitment in the Zabol Social Security Hospital is in a favorable situation. To test this hypothesis, which is measured using questionnaire, the test statistic is as follows:

H<sub>0</sub>: μ ≤ 3

H<sub>1</sub>: μ > 3

The average of results is minimum 1 and maximum of 5 that are considered for the Likert scale.

**Table 15.** Results of t-test

Concept	No.	Ave	SD	Mean standard error
organizational commitment	169	4.36	0.547	0.123

**Table 16.** Results of one-sample t-test

Concept	T	DF	Sig	Average difference	Confidence level of 95% difference	
					Up limit	Low limit
organizational commitment	18.07	168	0.000	1.36	1.56	1.93

The test result consists of two outputs. The first output shows descriptive indicators of the variable that include number of respondents, mean and standard deviation. The second output also shows results of the mean test. The first left column shows the concept. The second, third and fourth columns show t-statistic, degree of freedom and significance (Sig) respectively. Given that Sig < 0.05, so the research hypothesis is confirmed. The above table shows that the obtained average of significance level for organizational commitment is 4.36, which is more than 3. So on level of error 5%, it can be said that H<sub>0</sub> is rejected. It means that organizational commitment variable in is in a desirable situation on Zabol Social Security Hospital.

**CONCLUSION AND RECOMMENDATIONS**

The concept of ethics is discussed and applied to assess ethical life of individuals, decision-making strategies and behavior in daily life due to responsibility and computation of the carried out activities in certain situations. Ethics is not just a philosophical theory of abstract, but it is a vital instruction in

collective and individual commitments. For example, the Aristotelian Ethics is based on the best quality of life in terms of human dignity, helpful and pleasant virtues that are social fields and community services. Ethics are basically examined from two perspectives: moral duty and teleology. Moral duty refers to assess inheritance good or bad action, instead of creating values or consequences and judgment on right behavior of an individual. In contrast, teleology evaluates consequences of human behavior and determines fulfillment value of threshold desires or economic/social requirements. Teleology commitment depends the matter that moral good or bad is essential for self. Overall, organizational members are guided about what is right or wrong, and what is acceptable or unacceptable in social or ethical criteria. The fact that people know that every person should act ethically, shows not stability of the adopted rules and standards by organization, but strengths credibility, trust and long-term relationships with others. According to Aristotle, Solomon argues that corporate ethics is not the difference between personal benefits and social responsibility, but it is a default of divider knowledge, experience and public values as well as private objectives.

Increasingly, the ethical categories affect on ethical issues and behaviors of organizational members that have been considered as a catalyst to develop organizational commitment. Several studies have argued that organizational ethical climate affects behaviors and actions of organization's members. It consists of attitudes and behavior of people. Consistent with managerial needs, ethical working climate can create organization spiritual environment and increase commitment of employees with their satisfaction. Victor and Gullen suggest the concept of organizational ethical climate to reflect a dimension of working climate that defines attitude and acceptance of an act and organizational processes.

In line with the research results, considering the following cases causes applicable achievements for organization:

- There is considered a developed charter to institutionalize ethics in organization.
- There is considered to hold arithmetic conferences and training workshops to discuss creating ethical framework in organization.
- There is considered to plan scientific meetings about ethical behavior indicators in organization.
- Focus on teamwork in the organization and support team building because in teams and groups, ethics, especially ethical indicators such as cooperation and empathy, counseling, trust, accountability and criticism are more considered and can grow better; these conditions can lead to grow and inclusive ethical principles in organization as a whole; as a result, organization's commitment indicators will be improved and knowledge management systems can continue to operate more successfully.

**REFERENCES**

1. Barnett, T., Vaicys, C. (2000). The Moderating Effect of Individuals' Perceptions of Ethical Work Climate on Ethical Judgments and Behavioral Intentions. *Journal of Business Ethics*, 27(4), 351-.263
2. Cullen, J. B., Parboteeah, K. P., Victor, B. (2003). The Effects of Ethical Climates on Organizational

- Commitment: A Two-Study Analysis. *Journal of Business Ethics*, 46, 127-141.
3. Duh, M., Belak, J., Milfelner, B. (2010). Core Values, Culture and Ethical Climate as Constitutional Elements of Ethical Behaviour: Exploring Differences between Family and Non-Family Enterprises. *Journal of Business Ethics*, 97, 473-984
  4. Elci, M., Alpan, L. (2009). The Impact of Perceived Organizational Ethical Climate on Work Satisfaction. *Journal of Business Ethics*, 84, 297-311.
  5. Filipova, A. A. (2009). Relationships among Ethical Climates, Perceived Organizational Support, and Intent-to-Leave for Licensed Nurses in Skilled Nursing Facilities. *Journal of Applied Gerontology*, 20(10), 1-23.
  6. Fritzsche, D. J. (2000). Ethical Climates and the Ethical Dimension of Decision-Making. *Journal of Business Ethics*, 24, 125-041
  7. Goldavi J, Hadipour Sh, Asgari A, 2016. Explaining the relationship between ethical climate and organizational commitment of employees in organizations. The First International Conference on New Paradigms and Organizational and Commercial Intelligence Management. Tehran. Shahid Beheshti University.
  8. Hamidianpoor F, Gheisari E, 2016. Explaining organizational ethical climate on citizenship organizational behavior of staff. 2<sup>nd</sup> International Conference on Management and Information and Communication Technology. Tehran. Khadamat Bartar C.
  9. Jafarzadeh M, Malekzadeh Gh, 2016. Examining effects of ethical space on organization silence due to the perceived organizational support (Case study: branches of public banks in Mashhad). International Conference on Recent Researches in Management and Industrial Engineering. Tehran. Modiran Idepartazan Pitakht Ilia Co.
  10. Kelley, S. W., Dorsch, M. J. (1991). Ethical Climate, Organizational Commitment, and Indebtedness among Purchasing Executives. *The Journal of Personal Selling and Sales Management*, 11(4), 55-66.
  11. Kincaid, C. S. (2003). An Examination of the Effect of Ethical Climate on Ethical Optimism and Organizational Commitment. Doctoral dissertation, Graduate College University of Nevada, Las Vegas.
  12. Martin, K. D., Cullen, J. B. (2006). Continuities and Extensions of Ethical Climate Theory: A MetaAnalytic Review. *Journal of Business Ethics*, 69, 175-491
  13. Salehnia M, 2011. The effect of ethical leadership on organizational ethical space. *Journal of Ethics in Science and Technology*. 7 (2).
  14. Zineali Sowmeh, P, Poorezat AS, 2011. The effects of immoral environment in workplace on organizational anti-citizenship behaviors. *Journal of Ethics in Science and Technology*. 6 (4).