T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
YÖNETİM VE ORGANİZASYON (İNG.) BİLİM DALI

# THE EFFECT OF ETHICAL CLIMATE ON ORGANIZATIONAL IDENTIFICATION

Yüksek Lisans Tezi

ASLI TAYAN

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Danışmanı : Doç. Dr. Müjdelen İpek Yener

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MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

# TEZ ONAY BELGESİ

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## ÖZET

Günümüzün zorlu rekabet koşullarında başarılı örgütsel sonuçlara ulaşmak çalışanların davranışlarıyla ve örgüte yönelik tutumlarını etkileyen faktörler ile ilgilidir. Bu deneysel çalışma, etik iklim ile örgütsel özdeşleşme arasındaki ilişkiyi incelemiştir. Bu araştırma Türkiye'nin önde gelen global lojistik firmalarında biri olan ve İzmir, Mersin, İstanbul gibi farklı şehirlerde şubeleri bulunan firmanın bir grup çalışanı ve yöneticilerinden oluşan 122 kişi üzerinde yapılmıştır. Anketlerden elde edilen verilen istatistik paket programı olan SPSS 20 istatistik paket programı ile analiz edilmiştir. Analiz sonuçları etik iklimin iki boyutunun kanunlar ve kurallar boyutu ile önemseme boyutunun örgütsel özdeşleşme üzerinde olumlu etkiye sahip olduğunu ortaya çıkarmıştır.

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## ABSTRACT

In today's tough competition environment achieving successful organizational outcomes are related to employee behaviors and the factors that are affecting their attitudes towards organization. This empirical study examined the relationship between ethical work climate and organizational identification. The survey is conducted on 122 employees consist of a sample of staff and managers of leading global logistics company in Turkey which has branches in different cities as İzmir, Mersin and İstanbul. Questionnaires are investigated through the SPSS 20 statistical packaged program. The result of analyses revealed that law and rules dimension and caring dimension of ethical work climate appear to have positive affect on organizational identification.

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## ABBREVIATIONS

| | |
|---|---|
| **OI** | Organizational Identification |
| **EC** | Ethical Climate |
| **SPSS** | Statistical Package for the Social Sciences |
| **OCB** | Organizational Citizenship Behavior |
| **SIT** | Social Identity Theory |
| **ECQ** | Ethical Climate Questionnaire |
| **KMO** | Kaiser-Meyer-Olkin Measure |
| **ANOVA** | One-way Variance Analysis |
| **FVL** | Finished Vehicle Logistic |

# 1. INTRODUCTION

In the last years there has been increasing interest in explaining the relationship among employees and organizations. Organizational identification has emerged as one of the most important concepts in the area of organizational behavior and management research. The great amount of research is presenting the results of organizational identification that help to understand and predict attitudes in the workplace. In order to increase the employees' identification level with the organization, ethical work climate play a significant role as having a positive influence on organizational identification.

Over the last decade, continuous scandals and unethical behaviors in business environment raised researchers' interest in ethical work climate. Ethical violations at and involving organizations such as corruption, insider trading, scam and workplace bullying shows that ethical dysfunctional ethical environments as the reason for illegal and unethical activity (e.g., Arbogast, 2008; Lewis 2009). One of the most striking scandals of recent years is gas emission-cheating scandal at the German automaker "*Volkswagen*". The company pleaded guilty to cheating diesel vehicle emissions tests in the United States and will pay up to $14.7 billion to settle its excessive diesel emissions (Shepardson, 2016, 1) The sport community is also involving ethical scandals. In 2015 some of the top officials at FIFA have been arrested on corruption charges, receiving bribes totaling $100m (£65m) (http://www.bbc.com/sport/football/35007626). Generally, these cases emphasize the significance of the organizational ethical conditions in explaining how and why unethical behavior occurs.

Most of the studies address ethical concerns for stockholders and customers (e.g., Collins, 2000; Haigh & Jones, 2006). Also it is important for employees because business environment has an influence on employees. Organization's ethical climate in one of the major factors modifying intra-organizational relationships and affecting employees' behaviors and attitudes. Therefore, it has great impact on organization outcomes. Employee's job satisfaction and organizational commitment can increase with the presence of ethical climate (Mulki et al., 2006; Schwepker, 2001). Additionally, job

performance and turnover intention are affected indirectly (Jaramillo et al., 2006). Strong compliance to ethical principles brings in higher organizational performance by improving employee satisfaction. Employees who see their organization as ethical are also perceive their organization as being fair to them and this lead to increase in employee satisfaction (e.g., Koh & Boo, 2001; Laabs, 1997). Ethical work climate represents the common perceptions employees have concerning the policies, practices and procedures which an organization award, support and expects referring to ethics (Arnaud & Schminke; 2012). According to Victor and Cullen (1987) ethical climate described as "the shared perceptions of what is ethically correct behavior and how ethical issues should be handled" (p. 51–52).

The studies of ethical work climate provide important insight into comprehending the impact on the employees' job attitudes which organizational identification is associated with. Some concepts such as motivation, performance or organizational citizenship behavior are affected by organizational identification. Therefore, having an ethical working environment may have positive effects on these concepts indirectly. Ashforth and Mael (1989) defined identification as "the perception of oneness with or belongingness to some human aggregate" (p.21). Individuals categorize themselves and others into social groups. They see themselves as representative of a specific group and their behaviors are directed by specific standards of this group (Ellemers et al., 2004).

Employee organizational identification consequences are analyzed more than the its antecedents. Leader behavior, organizational prestige and support, organizational justice, trust are some of the certain variable influence employees' organizational identification. However, there has been only one research which analyzes the effect of ethical work climate on employees' organizational identification (DeConinck, 2011).

This study that is conducted in Turkey that analyze the relationship among ethical climate and organizational identification. In addition, the effect of demographic variables will be investigated. The study begins with literature review and theoretical back ground of ethical climate and organizational identification. Research model and methodology are discussed in the second part. In the last section research findings are discussed and conclusion is explained.

# 2. ETHICAL CLIMATE

Ethical climate is an important subject in order to explain and formalize the relationship between intra-organizational relationships and employee attitudes. Researchers stated that organization's ethical work climate influences employees' behaviors and attitudes and organizational outcomes (Lopez et al., 2009; Treviño et al., 1998). As employee see the organization to be ethical, also see the organization as being fair to them. However, there has been few survey on this subject, although this is an important research area.

From the beginning of 1950's organizational normative systems that guide ethical decisions have been analyzed by surveyors. Ethical climate theory seen as enlargement of work climate theory. According to Schneider (1975) organizational climates defined as shared perceptions which "…are psychologically meaningful moral descriptions that people can agree characterize a system's practices and procedures" (p.474). Climate is the method to operationalize routine behaviors and actions that are promoted and rewarded by the organization (Schneider and Rentsch, 1988). Climate may vary within company (Victor and Cullen, 1988) and due to differences in its functions and processes organizations can have several climate types (Schneider, 1975).

Ethical climates were regarded as subsets of work climates. Victor and Cullen (1988) defined ethical climate in an organization as "…the shared perceptions of what is ethically correct behavior and how ethical issues should be handled" (p.51) and "the prevailing perceptions of typical organizational practices and procedures that have ethical content" (p. 101). The right or wrong perceptions that exist in working environment form ethical working climate (Babin et al., 2000). Additionally, norms are set up for both behaviors that are acceptable and unacceptable.

Various academicians have developed various climate types which focus on individual characteristics. However, Victor and Cullen's study (1988) they assumed that "ethical work climates have an organizational basis separate from individual evaluations and perceptions" (p.102). Company's ethical climate were determined by three

contributing causes: company's environment in which it has been operating, company's structure as being centralized, divisional or multinational, background of the company (Cullen, Victor, & Stephens, 1989). Ethical climates exist in organizations represent standards related to society in order to legalize. Accordingly, employees perceive the normative systems of organization as a kind of work climate. Although organizations had a variety of climates there has been a dominant climate within an organization or a subgroup. The ethical work climate attempted to explain which dominant interpretation lead employee behavior in case of ethical contradiction. In other words, fundamental point is not the assessment of employee behaviors or organizations in terms of ethical.

## 2.1 PHILOSOPHICAL BASES OF ETHICAL THEORY

Normative ethical theories are divided into two main categories; deontology and teleology theories that symbolize two different philosophical perspectives. Deontology focuses on if the chosen means are correct while completing an ethical task (Upchurch and Ruhland, 1996). Teleology focuses on if the results of the individual's actions are correct (Upchurch and Ruhland, 1996). Each normative theory has individual unique variations. There are some few commonly mentioned deontological and teleological theories.

Act utilitarianism theory is the one that advices actions are judged in each particular situation and that the decision is built on the impact with the individuals involved. The correct act is the one that create the greatest proportion of good versus the bad for all individuals (Tsalikis and Fritzche, 1989).

*Rule deontology (utilitarianism) theory* is a form of normative teleology theory that advices decisions depend on rules (Tsalikis and Fritzsche, 1989). The actions or outcomes should be built on the merit of the rule which come to mean that if the result of holding the rule is greater than the result of refusing the rule. Accordingly, the rule should be kept.

*Kant's Categorical Imperative Theory* has a single rule stating to act in manner that can morally be accepted. It is not depending on the result if an action is right or wrong, it is about the one's action which is morally judged on the application of "goodwill". The last moral result of our guiding standards should convert to universal laws. This is a type of deontology which focuses on the concept of "duty" (Tsalikis and Fritzche, 1989).

*Rule utilitarianism theory* is a combination of utilitarianism (teleology) and Kant's Categorical Imperative (deontology). Individuals have to carry out some tasks. At decision making phase all duties are weighted and decided on most compulsory one (Upchurch and Ruhland, 1996). Six categories of first sight duties were identified: "fidelity, gratitude, justice, beneficence, self-improvement, and non-injury" (Tsalikis and Fritzche, 1989).

*Justice theory* was based on impartiality while delivering actions. (Upchurch and Ruhland, 1996). There are two directing principles: "equal liberty and the difference principle" (Upchurch and Ruhland, 1996). Equal liberty signifies having equality while applying freedom that agreed on the rights of community. The difference principle states that the rules of violating standards need to be determined when it is not fair to apply the standards (Martin, 1991).

*Ethical egoism theory* which is a type of teleology asserted that an individual should pursue the maximum good for oneself. Vitell (1986) defined ethical actions as promoting good while other alternatives creating more evil.

As it is explained detailed, "deontology" and "teleology" are two philosophical basis of ethical decision making. While deontology concentrate on the means that lead up to and affect a decision, teleology focus on outcome of the decision. As reported by research, it is stated that ethical decisions can be measured.

Ethical decision occurs within a system theory. In order to find out the effect of factors (internal, external) surrounding an organization, precautions need to be taken. Ethical decisions contingent upon many factors and these factors have been verified to be

effective upon the individual's ethical development. The organizational and socio-cultural variables (values, norms, and ethical practices) are the part of the foundation to develop the ethical work climate measurement instrument.

## 2.2 THEORETICAL BACKGROUND

Ethical Climate Theory (ECT) was developed by Victor and Cullen (1987, 1988). They inspired by moral development study of Kohlberg (1984) and Schneider's (1981) work on socio-cultural theories of organization. The framework composes of two-dimensional model of ethical climate types, including ethical philosophy and the sociological theory of reference groups.

The ethical philosophy dimension considers three criteria: egoism, benevolence, and principle. Egoism is the self-interest behavior, Benevolence (utilitarianism) is to produce the greatest good for the maximum number of people while taking decisions or actions and principle is (deontology) to take into account laws, rules, codes and procedures while decision making or taking action. So these three ethical criteria build the ethical philosophy dimensions of the ethical climate theory framework.

The sociological theory dimension contains three loci: *individual*, *local*, and *cosmopolitan.* Individuals make decisions according to their own personal beliefs, values, the organization itself, the community and external to the organization.

As a result, the intersection of the ethical theory dimension and the sociological theory dimension arise the matrix with nine theoretical climate types. (See figure 1)

## 2.3 DIMENSIONALITY OF ETHICAL CLIMATES

Ethical theories and philosophy were used first in research of Victor and Cullen (1987, 1988). They proposed a typology of ethical work climates established upon two dimensions: the ethical criteria and the loci of analyses. First dimension represents which

ethical theory is utilized for decision-making (egoism, benevolence, principle). Second dimension represents to whom the ethical systems is going to be applied (individual, organization or the society at large). Nine ethical climate types were appeared regarding to two-dimensional theoretical typology.

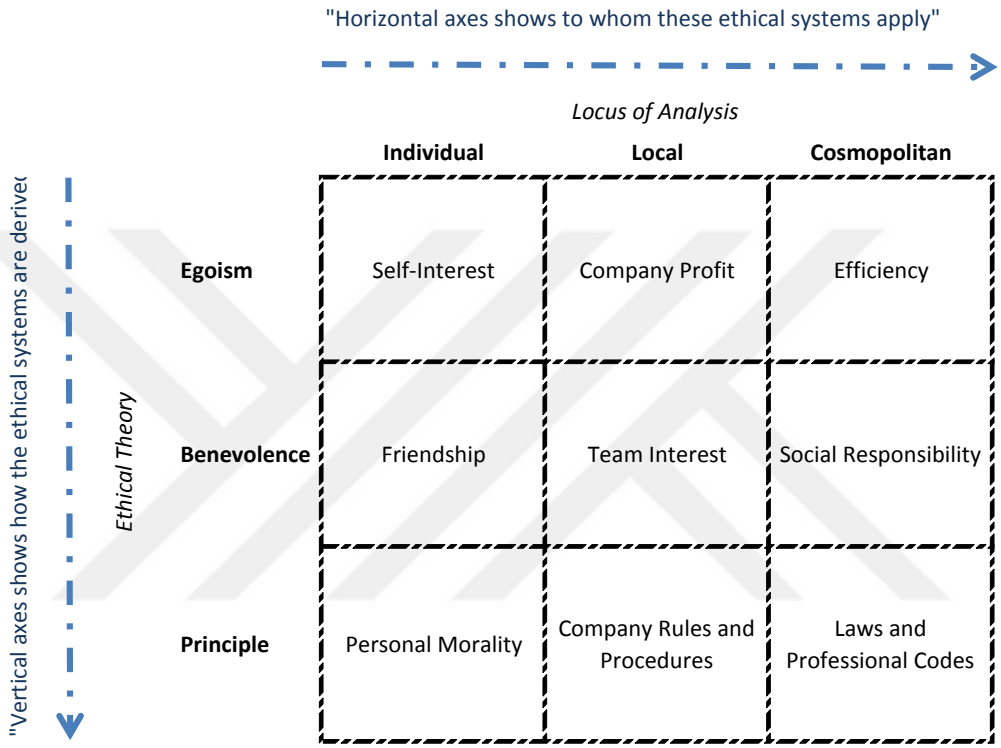



**Figure 1:** "Theoretical Model of Ethical Climate"

**Source:** Cullen, Victor and Bronson, 1993, p.668

*Self-interest climate* based upon egoistic moral judgement and individual locus of analysis. It may be described as physical well-being, pleasure, power or other criteria that encourage interest of the individual. Egoism promotes the evaluation of the requirement and choices of one's own self such as personal gain, self-defense.

*Company profit climate* based upon egoistic moral judgement and local locus of analysis. For the reason that ethical decisions are affected by the immediate work group's

beliefs, company profit climate addresses to the context where individual decisions represent the organization's best interest.

*Efficiency climate* based upon egoist moral judgment and cosmopolitan locus of analysis. General social or economic interest is affecting ethical decision.

*Friendship climate* based upon benevolent moral judgment and individual locus of analysis. It lay emphasize on the interest of one's friends (friendship, reciprocity) without taking account organizational membership.

*Team interest climate* based upon benevolent moral judgment and local locus of analysis. This type of climate lay stress on care about organizational collective such as esprit de corps, team play.

*Social responsibility climate* based upon benevolent moral judgment and cosmopolitan locus of analysis. External factors that lead socially responsible behavior affect ethical decisions.

*Personal morality climate* based upon principled moral judgment and individual locus of analysis. Individuals are expecting to be directed by personal ethics. By the reason of individual locus of analysis, the principles are self-chosen.

*Company Rules and Procedures climate* based upon principled moral judgment and local locus of analysis. The source of ethical principles derives from the organization such as rules and procedures.

*Laws and Professional Codes Climate* based upon principled moral judgment and cosmopolitan locus of analysis. The source of principles goes beyond organization such as legal systems, professional organizations.

Kohlenberg's (1984) theory of cognitive moral development constituted the base for Victor and Cullen while developing their two-dimensional typology (VanSandt, Shephard, & Zappe, 2006). According to Kohlenberg's (1984) typology, there is a sequential process of moral development: "pre-conventional, conventional and principled." Each level has two stages in where certain assumptions about the "right"

direct behaviors of the individuals. It is presented in Figure 2 the moral development stages of the individual with a short definition what is considered to be right, related type of ethical theory of each stage and ethical climate type.

| LEVEL | STAGE | WHAT IS CONSIDERED TO BE RIGHT | CATEGORY OF ETHICAL THEORY | ETHICAL WORK CLIMATE (Victor & Cullen, 1988) |
|---|---|---|---|---|
| A<br>PRECONVENTIONAL | **Stage 1**<br>*"Punishment and obedience orientation"* | "Sticking to rules to avoide physical punishment."<br>"Obedience for its own sake." | EGOISM | Instrumental |
| | ***Stage 2***<br>"Instrumental purpose and Exchange" | "Following rules only when it is one's immediate interest."<br>"Right is an equeal exchange, a fair deal." | | |
| B<br>CONVENTIONAL | **Stage 3**<br>*"Interpersonal accord, conformity, mutual expectations"* | "Stereotypical *good* behavior." "Living up to what is expected by people close to you." | BENEVOLENCE | Caring |
| | **Stage 4**<br>*"Social accord and system maintenance"* | "Fulfilling duties and obligations to which you have agreed." "Uploading laws except in extreme cases where they conflict with fixed social duties. Contributing to the society, group." | | |
| C<br>PRINCIPLED | **Stage 5**<br>*"Social contract and individual rights"* | "Being aware that people hold a variety of values; that rules are relative to a group." "Upholding rue because they are the social contract." "Upholding non-relative values and rights regardless of majority opinion." | PRINCIPLE | Laws and Codes Rules Indepence |
| | **Stage 6**<br>*"Universal ethical principles"* | "Following self-chosen ethical principles." "When laws violate these principles, act in accord with principles." | | |

**Figure 2:** "Kohlerberg's Stages of Moral Development and Corresponding Ethical Climates"

**Source:** Sims & Kroeck, 1994

There have been three types of Kohlberg ethical standards (*self-interest, caring and principle*) that align themselves with three ethical theories *(egoism, benevolence and principle).*

*Egoism (hedonism):* individuals attempt to maximize their self-interest

*Benevolence (utilitarianism):* the benefit for the highest amount of people must be considered.

*Principle (deontology):* individuals do the "right thing" without regarding the thinking of the results and its effects on the related parties.

Victor and Cullen (1988) grouped ethical climates according to ethical theories which varied by moral assessment. Superior assessment is self-interest in egoistic climates; thinking of well-being of others constitutes a majority in benevolent climates and rules or laws are dominant in principled climates. Individuals make their ethical decisions conforming to common right and wrong values which accepted as universal.

The second dimension "locus of analysis" described as "the referent group identifying the source of moral reasoning used for applying ethical criteria to organizational decisions and/or the limits on what would be considered in ethical analyses of organizational decisions" (Victor & Cullen, 1988, p.105). It means that the behaviors of individuals were specified by criteria of specific groups.

In the sociological study of Merton (1968), the locus of analysis was divided into local and cosmopolitan locus of analysis. In 1988, Victor & Cullen make an addition to that spectrum by "individual" dimension. Eventually the locus of analysis comprised of three levels: "individual, local and cosmopolitan."

*Individual level:* Reference points are personal norms and values at decision stage. Ethical reasoning of the individual is supporting the normative climate. Organization and society lie beyond the scope of individual's referent source.

*Local level:* The workgroup is the source of ethical reasoning in the organization. In this type of climates employee behaviors are directed by the organizational norms.

*Cosmopolitan level:* Organizational sources of ethical reasoning might be professional association or a body of law. These sources were accepted to be "abstract concepts, generated outside organizations but used inside organizations as part of the institutionalized normative system" (Victor & Cullen, 1988, p.106). The technical rules and regulations lead the individual's ethical choice.

As a summary the two dimensions (ethical theory and locus of analysis) constructed the nine element matrix with three categories. The intersection of egoism ethical theory and individual locus of analysis reveals the "self-interest" climate. Employees seek for self-interest maximization. The local locus of analysis specifies the "company profit" climate. The individual attach great importance to the organization's benefit instead of personal interests. Lastly, at the cosmopolitan level the climate described as "efficiency". Employees aim to secure the larger social or economic system's benefit. The intersection of benevolence ethical theory and individual locus of analysis reveals the "friendship" climate. Individuals are responsive to personal needs of others without concerning organizational membership. The local locus of analysis specifies the "team interest" climate in which employees are caring about the well-being of the whole organization. Lastly, at the cosmopolitan level the climate described as "social responsibility". Employees are led by concerning for the others (e.g. society) which are out of the organization. The intersection of principle ethical theory and individual locus of analysis reveals the "personal morality" climate. In this climate individual's actions are guided by his own personal ethics. The local locus of analysis specifies the "company rules and procedures" climate. In this type of climates, organization rules and procedures are applied and individual ethical decisions are not take into consideration by employees. Lastly, at the cosmopolitan level the climate described as "laws and professional codes". It can be accepted that ethical reasoning is apart from personal ethical choices.

In Cullen's study only five of nine dimensions were supported and named as "*caring, law and code, rules, instrumental, independence*" after the factor analyze of these (Cullen et al., 1993; Victor & Cullen, 1988). They were named differently from the

former construct in order to distinguish emergent climate types from theoretical type of nine ethical climates. A brief description of the five climates is presented in below.

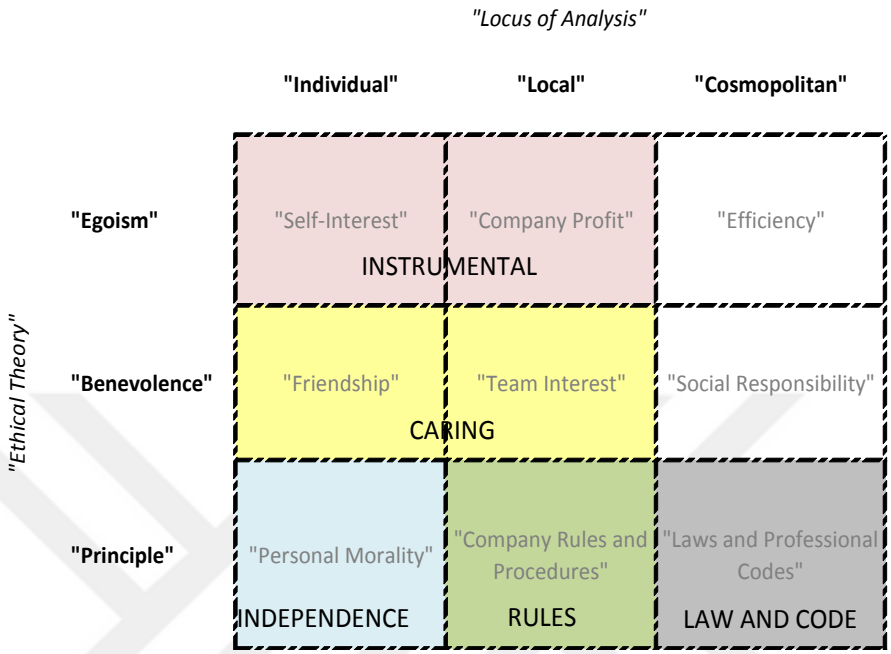



**Figure 3:** "Five Common Empirical Derivatives of Ethical Climate"

**Source:** Martin and Cullen, 2006, p.178

**Note:** Uppercase letters show empirical dimension

***Caring Climate:*** This type is the mostly adopted by the employees who care for the well-being of the self and the organization as whole (Cullen et al., 1993; Sims & Keon, 1997). This climate tends to promote behaviors that produce positive outcome for maximum number of constituents. Items included such as "In this company, people look out for each other's good". Caring climate was described as "combination of individual, local and cosmopolitan benevolence climates" (Fritzsche, 2000, p.129). Also cosmopolitan level of egoistic criteria is loaded on this factor. According to Victor and Cullen's research in 1987, cosmopolitan level of egoistic criteria items appeared as a distinct factor, which means these items have not been stable.

***Law and Code Climate:*** This factor was identified by the highest loadings of items from cosmopolitan level of principle criteria. Items such as "People are expected to

comply with the law and professional standards over and above other considerations" loaded on this factor. Laws and regulations are conformed in order to solve ethical dilemmas. So, the individuals decide according to an external system (laws and codes, the bible, professional codes of conduct) that impose on them how to behave. In the Victor and Cullen's (1987) study, cosmopolitan level benevolence items appeared in the law and code factor.

***Rules Climate:*** This climate is associated with the principle criteria of ethical climate and local locus of analysis. Items such as "It is very important to follow the organization's rules and procedures here" loaded on this factor. It means that employees are expected to rigidly obey organizational rules and procedures. In this type of climate, organizational decisions are taken as being directed by a strong and pervasive set of local rules or standards.

***Instrumental Climate:*** Local and individual egoism criteria keywords compose instrumental climate which employees are directed by their self-interests. They comprehend their organization as promoting acting egoistically and taking decisions based on personal ethics. Items such as "In this organization, people protect their own interests above all else" loaded on this factor.

***Independence Climate:*** Employees act "according to their personal moral beliefs based upon a set of well-considered principles" (Wimbush & Shepard, 1994, p.639). Items such as "In this organization, people are expected to follow their own personal and moral beliefs" loaded on this factor.

## 2.4 ETHICAL CLIMATE QUESTIONNAIRE

There has been many research that authors have chosen to use very different measures of ethical climate. The most well-known instrument is the one formulated by Victor and Cullen (1987, 1988). (between 1987-1988 minor revision in wording was done and one new question added in 1988). In ECQ respondents were asked to acts as objective observers reporting on organizational expectations instead of their own personal beliefs. The first original format has 26 items (Victor & Cullen, 1987, 1988) and the most recent

revision of 36-item questionnaire was developed by Cullen, Victor, and Bronson (1993). ECQ was developed to catch the nine ethical types described above. Ethical climate addresses to the form of ethical reasoning-the structure of decision making process- instead of to its content- the range of possible outcome values of the decision (Victor and Cullen, 1987). Form and content are independent concepts. The same contents can emerge from different forms ethical reasoning. (i.e., profit is good for me, profit benefits my friends). Accordingly, ECQ was structured to define organizational decision-making norms with direct links to supporting forms of ethical reasoning (Victor and Cullen, 1988). As a result, five climate types are emerged from nine theoretical ethical climate types and five scales were constructed. Studies by Victor and Cullen (1987, 1988) are having same findings which are demonstrating that organizations have combinations of ethical climates.

The research conducted on four accounting company in 1993 provides the latest version of the questionnaire, examines ethical climates at the individual and organizational levels, and make a comparison between current and earlier survey findings (Cullen et al.). Three surveys were completed employing the ECQ and the results identified seven types of ethical climates. The three principled climates and the egotistic self-interest climate were noticed. The efficiency climate existed in this study and the 1987 study whereas it was absent in the 1988 study. Social responsibility climate emerged as a discrete climate in contrast the friendship and team interest climates were observed together. It has been concluded that ethical climates are perceived at the psychological level, only seven climates are identified. Both short version (26 items) and long version (36 items) of questionnaires are valid and reliable; scholars have been used in their research.

In the study of Elçi and Alpkan (2009), nine climate types were obtained with adequate factor loadings and alpha reliabilities. None of the preceding studies have produced a nine-factor solution (Cullen et al., 1993; Koh and Boo, 2001; Victor and Cullen, 1987, 1988).

Nevertheless, in some studies very short scales have been used to measure ethical climate types. For instance, Stewart and colleagues (2011) used two-item scale,

Schwepker (2001) classified ethical climates as “good” and “bad”, four-scale measure that is relevant to marketing research has been employed by several researchers. However, these shortened versions do not consider the several ethical criteria and is too specific to sales and marketing context when compared to the Victor and Cullen scale. Categorizing an ethical climate as good or had does not contribute to any understanding of unique effects of different climates. Victor and Cullen framework does not assign positive or negative valuations to climates. Due to the lack of explanatory power in dichotomous measures, Victor and Cullen framework seems to be superior.

Although Victor and Cullen's Ethical Climates Questionnaire (ECQ) has great acceptance among research, there has been reformulation proposal of their descriptive framework by others. Weber (1993) concerned about the absence of universal dimension and wanted to change the descriptive framework into normative construct. However, it seems that he neglected the depth of Cullen’s construct. For instance, the social responsibility climate may be considered as representing universal morality in case of all relevant stakeholders are represented in the cosmopolitan level of analysis.

Other researcher Cohen (1995a, 1995b) presented a uni-dimensional moral climate continuum (less positive-more positive) and proposed five dimensions of work climates (goal emphasis, means emphasis, reward orientation, task support and socio-emotional support). Pilot studies have to evaluate the suitable statements and the stability of results prior to use in an actual study.

## 2.5 EFFECTS OF ETHICAL CLIMATES

Most of the ethical climates literature has focused on investigating the effects of ethical climates on different organizational outcomes. The key argument behind this productive area of research seems to be the realization that perception of ethical climates touches on the important subjects that influence people’s reactions to work and their organizations (Martin & Cullen, 2006). Although most of the journals about this subject have been published in Business Ethics, the outcome variables are traditional management and organizational behavior variables such as job satisfaction,

organizational commitment, turnover intentions, ethical behavior, and dysfunctional behaviors.

One of the popular outcome variable is job satisfaction that has been investigated by many scholars and surveys in the subject of ethical climates (e.g., Deshpande, 1996a; Elçi & Alpkan, 2009; Martin & Cullen, 2006; Tsai & Huang, 2008; Wang & Hsieh, 2012M). The study of Deshpande (1996a) searched the impact of ethical climate types on job satisfaction and found that with the exclusion of pay satisfaction, ethical climates were associated with coworker satisfaction, supervisor satisfaction, work satisfaction, overall job satisfaction. In the further research they found that egoistic climates negatively affected nurses' satisfaction with their supervisors (Joseph & Deshpande, 1997). Another study by Elçi and Alpkan (2009) also revealed that egoistic climates have negative relationship with job satisfaction, whereas benevolent and principled climates have positive. Similarly, Tsai and Huang (2008) declared that organizational administrators and managers try to preventing egoistic climates from developing while promoting benevolent and principled climates within organizations. According to study of Wang and Hsieh (2012), caring and rules climates affect job satisfaction positively and instrumental climates affect job satisfaction negatively.

Organizational commitment is another outcome variable has been studied by many scholars in a variety of context. The impacts of ethical climates on the person-organization fit investigated through various studies (Sims & Keon, 1997; Ambrose et al., 2008; Valentine et al, 2002). The findings explaining that persons whose ideal preferences of ethical climate matched with the actual ethical climate in their organizations were more likely to be committed to their organizations. By the research of Cullen and colleagues (2003), organizational commitment was affected by benevolent and principled climates positively, but in contrast affected negatively by egoistic climates. However, they found that principled climates have positive association with organizational commitment only for professional workers, not for nonprofessional workers.

The results about the ethical climates and turnover intentions has been showed that egoistic climates are disposed to promote turnover intentions (e.g., DeConinck, 2011;

Mulki, Jaramillo, & Locander, 2008), and principled and benevolent climates tend to decrease employee turnover intentions.

The important point arises from the research is that benevolent and principled climates (i.e., caring, independence, rules, and law and code) have association with positive outcomes, and egoistic climates (i.e., instrumental) has association with a whole host of negative outcomes. According the research, it has stated that specific types of organizations tend to have specific ethical climates. The organizations (engineering, accounting, and law firms) which need to conform to the rules / code of conduct are more likely to have principled climates. Firms (financial trading sector) operating in high volatility and competitiveness conditions are more likely to hold egoistic climates. For instance, organizations with a humanistic mission and dealing environmental motives may harbor benevolent climates. However, according to case it may vary.

Consequentially, these findings suggest to organizational leaders to strive to promote and develop benevolent and principled climates in their organizations while trying to prevent from egoistic climates from setting in.

## 2.6 THE RELATIONSHIP BETWEEN ETHICAL CLIMATES AND ORGANIZATIONAL IDENTIFICATION

In literature research about ethical climate were investigating the relationship with organizational commitment predominantly (Cullen et al., 2003; Tsai & Huang, 2008). Although the research have indicated that organizational commitment and identification are related, they are different concepts as mentioned in the above sections. Unfortunately, there are few studies that researching the relationship between ethical climate and organizational identification. A brief summary of the previous studies is listed in below Table 2.

**Table 1: Brief Summary of the Studies about Ethical Climates Effects on Organizational Identification**

| Authors/Year | Article name/Published by | Content | Climate Measure | Key Results |
|---|---|---|---|---|
| DeConninck, J.B., 2011 | "The effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople." **Journal of Business Research** | "The effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople." | Babin et al., 2000 | "Ethic norms has an direct impact on identification, supervisory trust, and indirect impact on organizational comminment, turnover intention, turnover. " |
| Öncer, A.Z., Yıldız, M. L., 2012 | "The Impact of Ethical Climate on Relationship between Corporate Reputation and Organizational Identification." **8th International Strategic Management Conference** | "The Impact of Ethical Climate on Relationship between Corporate Reputation and organizational identification." | Victor and Cullen, 1993 | "Corporate reputation has significant positive effects on organizational identification and this relation is moderated by two different types of ethical climate." |

The study of DeConinck (2011) analyzed how an ethical work climate affects salespersons' organizational identification, supervisory trust, organizational commitment, turnover intentions, and turnover. The sample size was 393 salesperson from various industries. The results indicate that three of the ethical climate dimensions (responsibility/trust, ethical norms, and sales practices) are related positively to organizational identification. Additionally, the results proved the positive association between organizational identification and salespersons' organizational commitment. Salespersons' behaviors are shaped by the ethical work climate which also influenced the identification level. Based upon social identity, group member will imitate the other group member's ethical behaviors.

In Turkey there has been one study investigated the concepts of ethical climate and organizational identification at the same time. The scholars Öncer and Yıldız (2012) "researched the impact of ethical climate and corporate reputation on organizational identification, and to display the moderating effect of ethical climate on the relationship

between corporate reputation and organizational identification" (p.718). The sample size was 228 employees of insurance company. The results indicate that "having an ethical climate in a company does influence the degree to the effect of perceived corporate reputation on organizational identification" (Öncer & Yıldız, 2012, p.721). Two types of ethical climate were determined: benevolent ethical climate and normative ethical climate. Both types of ethical climates are related to organizational identification positively. In other words, benevolent ethical climate has effects on OI more than normative ethical climate. On the other hand, normative ethical climate is having more moderating impact compared to benevolent ethical climate's effect.

# 3. ORGANIZATIONAL IDENTIFICATION

Organizational Identification (OI) plays an important role in explaining and predicting employee-organization relationship which brings successful outcomes. Individuals describe the social environment in accordance with the categorization of people. Also "employees categorize themselves as members of the same organization, which later on cause them to behave in the interest of it" (Başar & Basım, 2015). Individuals want to set up connections with other individuals or groups which helps self-definition. Through interaction with organizations individuals improve self-definition (Kelman, 1958). When the employees see the suitable environment that he/she can explain oneself, exert oneself for mutual success, employees be disposed to identify themselves with the organization. Patchen's (1970) approach covers cohesiveness, support of organization and shared characteristics with other employees while Lee's (1971) approach covers belongingness, loyalty and shared characteristic. According to Hall et al. (1970) there is an internalization process that which employee perceives organization's goals and values as his/her own. By this process, a strong affective connection has established between the organization and employee (Hall et al., 1970). Cheney's (1983, 1983a) study suggested that individuals identify themselves with specific formation which can be other individuals, family, communities or social groups.

Table 1 provides alternative conceptualizations of organizational identification. In the following parts, differences among the concepts and the related research's importance have been explained.

## Table 1

## Descriptions of Organizational Identification

| Author | Definition |
|---|---|
| "Brown (1969)" | "Identification is a self-defining response, set in a specific relationship between the individual and the organization." |
| "Lee (1969, 1971)" | "OI is assumed to be the degree of the individual's broad personal identification with the organisation" (1971, 215). |
| "Patchen (1970)" | "When an employee identifies him- or herself with the organization, the employee develops emotional ties with the organization as a result of the effects of loyalty, similarity, and membership feelings" |
| "Hall et al. (1970)" and "Schneider et al. (1971)" | "Organisational identification is the process by which the goals of the organisation and those of the individual become increasingly integrated or congruent" (1970, pp. 176–177). |
| "Cheney (1983a)" | "Identification – with organisations or anything else – is an active process by which individuals link themselves to elements in the social scene" (p. 342). |
| "Ashforth and Mael (1989)" | "Organisational identification is a specific form of social identification' and 'the perception of oneness with, or belongingness to the organisation" (p. 22). |
| "Dutton et al. (1994)" | "The degree to which a member defines him or herself by the same attributes that he or she believes define the organisation" (p. 239). |
| "Pratt (1998)" | "Organisational Identification occurs when an individual's beliefs about his or her organisation become selfreferential or self-defining" (p.172). |
| "Rousseau (1998)" | "Identification is a psychological state wherein an individual perceives himself or herself to be part of a larger whole . . . Organisational identification, wherein individuals perceive themselves to be part of a larger organisation" (p. 217). |
| "Van Dick (2001)" | "As with Ashforth and Mael (1989) – Links to social identity theory and self-categorization theory." |
| "Kreiner & Ashforth (2004)" | "The extent to which the organization member's definition of him or herself aligns with what he or she perceives the organization presents." |
| "Edwards (2005)" | "OI involves a significant psychological linkage between the individual and the organization, whereby the individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity" (p.227). |
| Ashforth et al. (2008) | "Identification is viewing a collective's or role's [work role's] defining essence as self-defining" (p. 329). |

There is a growing literature of organizational identification in which different approaches and measurements have been existing. It is significant to remark that there can be variation in the specific outcomes that is related with organizational identification. In other words, according to adopted concept and measurement of organizational identification, related outcomes may vary. Therefore, these different approaches and results make contribution to organization identification during the years.

## 3.1 SOCIAL IDENTITY & CATEGORIZATION THEORY

Above mentioned studies make contribution to development of organizational identification concept. Nevertheless, one of the outstanding theoretical framework to explain OI is social identity approach. Social identity approach consists of two theories: a) 'social identity theory', b) 'self- categorization theory' (Van Dick, 2001). Social identity theory analyzes individual's inter-group behavior and out-group discrimination by means of individual's self-definition. Social identity play role on self-concept and esteem. Tajfel (1978), the pioneer of this theory, describe social identity as "that part of an individual's self-concept which derives from his or her knowledge of his or her membership to social group (or social groups) together with the value and emotional significance attached to that membership" (p.63). Within this context Tajfel explained four component of identification with a group:

- *Cognitive component* is shared values and goals between the individual and the community that build the cognitive form of the self-concept in relation to the group. While defining identification, Dutton et al. (1994) described this self-concept as the cognitive relation of attribute similarities between the individual's understanding of the organization and him- or herself. Additionally, there are many surveys which make use of communication theories link organizational identification with control, socialization, and organizational communication (Cheney, 1983; Barker & Tompkins, 1994; Barker, 1993). From the communication theorists' perspective, the process of identification and rational decision making were linked. The importance of

communicating with the individual is to constitute an administrative management method whereby the individual accepts the organization identity. A similar and more dominant cognitive theory arise from the social identity theorists who describe identification as the individual's perception of oneness between him- or herself and the organization (Mael & Ashforth, 1992). Cognitive aspects can be summarized as "the more people identify with an organization, the more the organization's values, norms, and interests are incorporated in the self-concept" (Van Knippenberg & Sleebos, 2006, p.572)

- *Affective component* is emotional features of OI process that centered around belonging and membership. Affective aspects which mean "feelings of oneness" are disregarded often which are not explored detailed as cognitive aspects. The use of these aspects in identification is not always positively received. Negative impacts can be drawn from emotional ties if identification overly analyzed based upon affective elements. Due to similarities between affective elements and commitment variables, there is great problem in obvious differentiation organizational commitment and organizational identification (Edwards, 2005). According to Patchen's (1970) definition, the individual recognizes a collective similar to one's self and gains in affection toward the group. He grouped OI concept into "(1) feeling of solidarity with the organization; (2) support of the organization; and (3) perception of shared characteristics with other organizational members" (p. 155). Affective elements are important in shaping one's identification process (Ashforth et al., 2008; Edwards & Peccei, 2007).

- *Evaluated component* is the value connotation regarding that group. Once the person perceives him/her self as a member of a certain group, second component comes into play which explains the individual's assignment of positive feelings with the group membership in questions. Following, third step is the perception of positive or negative assessments from outside which consists of cognitions such as presumed knowledge.

- *Conative component* is used to explain participation in actions which are associated to the group like participation in organizational normative behaviors. Research on ethnic identification has shown that a person's identification is also indicated by his/her participation in in-group (ethnic) behaviors (Phinney, 1991). "The behavioral component includes the collective behaviors of employees such as internalization of organizational norms and practices, desire to remain with the organization and willingness to cooperate with others, and organizational citizenship behaviors" (Ertürk, 2010, p.413). This component is not belonging to Tajfel description; it is an additional component.

Tajfel distinguished personal identity and social identity. According to social identity theory individuals' self-concept is constituted by *personal identity* and *social identity* (Mael & Ashforth, 2001). *Personal identity* contains distinctive features, such as personal temperament and skills and *social identity* contains remarkable group classifications, such as nationality and political affiliation (Mael & Ashforth, 2001). Besides, self-categorization theory of Turner et al. (1987) handles inter-group processes and contextual effects on organization identification (Van Dick et al., 2005). Individuals categorize themselves and others based on the several group memberships. Groups come into existence with common sensation of different individuals toward same classification (Van Dick & Wagner, 2002). Accordingly, self-categorization theory may be considered as a part of social identity theory. Individuals make comparison and categorize themselves at different levels. These levels are: a) personal level which represents unique individuals b) intermediate / group level which represent group members distinct from members of other groups c) super ordinate level which represent human beings in comparison with other species (Van Dick, 2001). This classification is done in the consideration of social information, such as ethnic origin, social status, gender and age.

In 1989 the social identity approach was carried to organizational context by Ashforth and Mael. Organizations, groups and individuals try to find an answer for the question "*Who am I*?" or "*Who are they*?". Additionally, members of a different

organizations or groups try to identify the others who are out of their organizations or groups and they are asking the question "*Who are they*?" By means of social identity approach organizations can answer the question of *"Who am I?"*. Organizations create a form of social groups. Individuals would like to present themselves to others by speak of where they are working or which club / organization they are member of or any different information in addition to specific facts. Thereby organizational identification is accepted as a form of social identification and described as which organizational member defines him/her self with reference to his/her organizational membership (Ashforth and Mael 1989). They propose that the individual social identity can be taken from the organization or work group, department, union, lunch group, etc. also.

## 3.2 CONSEQUENCES OF ORGANIZATIONAL IDENTIFICATION

The actual literature presents wide range of studies which proved strong link of OI to various individual work outcomes as well as antecedents of identification which employees and organizations are benefited from (e.g., Mael and Ashforth 1992, Kreiner and Ashforth, 2004, Riketta 2005). OI has a great influence in employee-organization relationship that has been brought many positive outcomes such as employee satisfaction and well-being (Knight and Haslam 2010), organizational citizenship behavior (e.g. van Dick, Grojean, Christ and Wieseke 2006), low turnover intention (e.g. van Dick et al. 2004; Smith, Amiot, Callan, Terry and Smith 2010), financial benefits to the organization (Millward and Postmes 2010), employee performance (e.g. Walumbwa et al.2011) and employee creativity (Wang and Rode 2010). Employee who ties their self-image with defining core of the organization displays favorable attitudes and behaviors within the organization.

One of the fundamental subjects of management and organization is job satisfaction that is the level of adoration and complacency that an employee feels towards his/her job. Therefore, empirical findings show that employees with higher identification can satisfied with their jobs in spite of some negative issues such as resource famine, temporary low wages, mismanagement or economic recessions (Van Dick et al., 2004).

By way of felling of being “one”, employees are able to ignore negativeness (Loi et al., 2014). Similarly, there have been various research which found relationship between OI and job satisfaction (Van Knippenberg and Sleebos, Riketta 2005, Tüzün 2009). On the other hand, Cole and Bruch’s (2006) study confirmed that OI was significantly related with turnover intention of employees (p.585).

Identification is a key factor of employees’ self-motivation which was noticed as a key element of creative behavior (Amabile et al. 1994; Tierney et al. 1999). According to Carmeli et al. (2007), OI motivates employees to display creative behavior in the workplace and results in high level of creativity.

Another significant topic is organizational citizenship behavior (OCB) which has a significant positive relationship with OI (Feather and Rauter, 2004). Volunteer behaviors of employees bring the concept of OCB which refers to actions of employees who performs above organizational expectations (Somech & Drach-Zahavy 2004). OI contribute to OCB and promote it towards the organization According to Christ Dick et al. (2003). According to Dick et al. (2004), an employee who is strongly identified with organization may have a strong motivation to think and solve problems in workplace from group interest viewpoint.

Research which analyze relationship of OI with intrapreneurial behavior resulted that when identified employee may have a greater tendency to display Intrapreneurial Behavior (Valsania et al. 2016, Moriano et al. 2009, and Topa et al. 2010)

### 3.3 ORGANIZATIONAL IDENTIFICATION AND ORGANIZATIONAL COMMITMENT

Organizational identification and organizational commitment are two separate concepts which have similarities in many variables caused by the affective elements contained within both. The lines between two concepts are not so clear because commitment describes identification as a component of the commitment contract. “The main argument for distinguishing between commitment and identification resides in the

fact that commitment research largely ignores the affective, evaluative and cognitive perception of being an organizational member" (Dick et. al. 2005, p.185).

Edwards (2005) stated in survey that "organizational identification is usually one of, or part of, the organization commitment subcomponents and "it seems more sensible to distinguish between the two by saying that organizational commitment includes in some form organizational identification" (p. 218). According to communication theorists, identification is a process or action whereas commitment is addresses to outcomes. In another words, commitment is an outcome of one's identification (Pratt, 1998). Identification arises within one's self and commitment to interaction, action, or cohesion occurring solely outside one's self (Ashforth & Mael, 1989). Identification is viewed through the social identity theory whereby the individual's self-definitions generate the identification which is related with self (internal) and organizational (external) (Van Knippenberg & Sleesbos, 2006). On the other hand, commitment means the attitude toward the organization and doesn't merge or intertwine internal and external mutually like social identity theory. Pratt (1998) listed some questions in order to define the differences more clearly. Organizational identification answers to "How do I perceive myself in relation to my organization?" and organizational commitment answers to "How happy or satisfied am I with my organization?" (p. 178). According to Ashforth and Mael (1989) "social identification provides a partial answer to the question of Who am I?" (p. 21). "Thus, identification reflects the extent to which the group membership is incorporated in the self-concept and, to the contrary, commitment focuses mainly on the attitudes that an individual hold towards his or her organization because of exchange-based factors" (Dick et. al. 2004, p.185)

Riketta (2005) conducted the study of the differences between organizational identification and organizational commitment into the 21st century. Results of his meta-analysis show that OI is associated with a wide range of work-related attitudes, behaviors, and context variables, OI is different from attitudinal organizational commitment, and the two most common OI measures (the Mael scale and the organizational identification questionnaire) are having very different results. (p. 358)

## 3.4 ORGANIZATIONAL IDENTIFICATION THEORIES AND MEASURES

Organizational identification and commitment measures are strongly correlated however conceptually the measures have been different (Mael & Tetrick, 1992; Van Knippenberg & Sleesbos, 2006). Research have shown that organizational commitment is more comprehensive topic than organizational identification (Ashforth & Mael, 1989). As OI is containing both a cognitive and an affective element, earlier instruments that advanced initial studies are beings analyzed in terms of organizational commitment. There have been two well-known and commonly used instruments as an example:

- "Cheney's (1983a) Organizational Identification questionnaire (OIQ)"
- "Mael and Ashforth's (1992) identification instrument"

### 3.4.1 Cheney's Measurement and Theory

Cheney's OIQ is based on Patchen's (1970) definition of OI that contains membership, loyalty, and similarity components. His analysis showed that the components were not analytically distinct and one factor accounted for 86% of the variance. Researchers Johnson, Johnson, and Heimberg (1999) carried out a component analysis on Cheney's questionnaire and found similar results. However, it was realized that one component (organizational work attitude) comprised of 14 items of 25 measurement questions, second component (organizational loyalty) comprised of 5 items. These components are more associated with theories of affective elements of OI than cognitive elements and having strong alignment with affective commitment theories. This prompt the researchers to indicate to a great overlap of Cheney's OIQ with affective commitment theories and measures.

Other researchers conducted surveys and found similar result in their analysis of the OIQ (Miller et al., 2000; Johnson et al., 1999). The factor analysis found the instrument to be uni-dimensional with 12 of the 25 questions contributing and the instrument primarily measured affective aspects that more closely align with

organizational commitment theories. Riketta (2005) did a meta-analysis of the OI field and found a 62% shared variance between commitment and identification measurements.

As a result, Cheney's OIQ measurement tool was created to measure OI theories however his tool has been shown to be more directly grounded in theories supporting organizational commitment. Therefore, it is not recommended to continue the use of Cheney's OIQ in organizational identification studies.

### 3.4.2 Mael and Ashforth's Measurement and Theory

The social identity theory (SIT) was applied to organizational process as first by Ashforth and Mael (1989). They believed that SIT and its content answer the question "Who am I?" partially. It reflects more affective components than commitment and it is important to make discrimination between identification and commitment (Van Knippenberg, 2000). In their theoretical analyses mainly focused on cognitive aspects of SIT and disregarded the other components of identification.

Mael and Ashforth's (1992) presented 10 statements, based upon Mael and Tetrick's (1992), intended to measure an individual's identification with a psychological group. Mael and Tetrick's (1992) assessment of identification explored the "perception of sharing experiences of a focal group and sharing characteristics of the group's members" (Mael & Tetrick, 1992, p. 813). The study showed that "psychological group identification, which is perceptual rather than affective, describes only the cognitive perception of oneness with the group (Mael & Tetrick, 1992, p. 814). Mael and Tetrick (1992) utilized the tool to reveal loyalty and attachment to psychological groups (including employing organizations). The tool can also be evaluated as a measure of job involvement and a predictor of extra role behavior. Mael and Ashworth (1992) reduced the number of statements to six to make it more accessible to a broader variety of studies. There have been four evaluative statements and two affective statements of identification. The updated version of the instrument draws strongly on the uni-dimensional focus of cognitive aspects and ignores the affective elements. The Mael Scale is "the most frequently used measure of identification" (Tüzün, 2009, p. 732).

OI meta-analysis of Riketta (2005) showed that the Mael and Ashforth scale focuses more on organization image or perception and the individual's cognitive impression on that perception (Edwards & Peccei, 2007). Mael & Ashforth (1992) did the search on the alumni of a religious college; they found out that there are some organizational antecedents and individual antecedents to OI. Organizational antecedents are found as organizational distinctiveness, organizational prestige and intra-organizational competition (negatively), whereas individual antecedents were defined as tenure, satisfaction with the organization, and sentimentality.

# 4. METHODOLOGY

## 4.1 THE AIM OF THE RESEARCH

In this research it is aimed to identify the effects of perceived ethical work climate on organizational identification. After surveying the literature, ethical work climate is determined as the 'independent variable' and organizational identification as the 'dependent variable' of the thesis. The research model presented related with the study is shown at Figure 4.

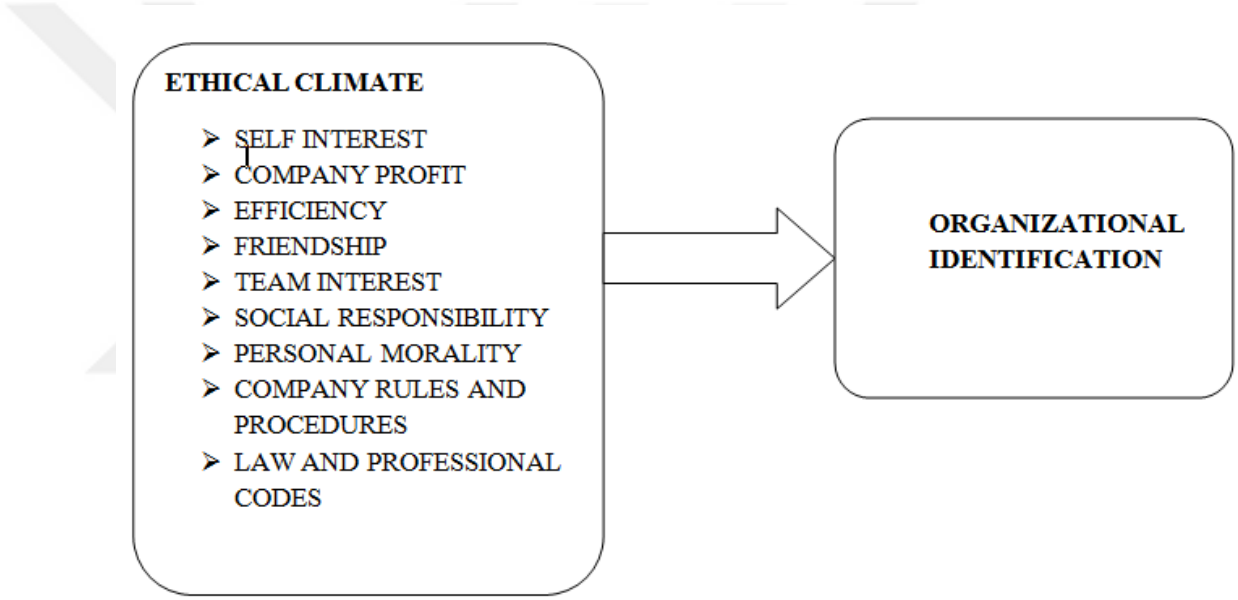



**Figure 4:** Theoretical Framework

## 4.2 THE RESEARCH QUESTIONS

In today's tough competition environment achieving successful organizational outcomes are related to employee behaviors and the factors that are affecting their attitudes towards organization. Employees who classify themselves as members of the same organization are behaving in interest of it. Organizational identification of the employee is an internationalization process that which employee perceives organization's goals and values as his/her own. As a result, organizations will increase performance,

creativity and entrepreneurship in the workplace which make them a strong and leader player in the market. The starting point of this research to think about how to increase the concept that gives such important results to the enterprises.

Employees' attitudes, behaviors and decisions are influenced by the ethical climate in which they work. Ethical Work Climate represents the common perceptions employees have concerning the policies, practices and procedures which an organization award, support and expects referring to ethics. The achievement of competitive advantage depends on employee behavior and organizational identification is also highly correlated with employees' job attitudes in creating an ethical work climate.

The relationship between ethical climate types and organizational identification is currently under researched. It was noticed that there is only one about these two topics and it resulted that ethical climate has a positive impact on organizational identification (DeConinck, 2011). In this study it was examined the validity of Victor and Cullen's (1987, 1988) nine different ethical climate types framework in Turkey, the effect of each ethical climate type on employee organizational identification.

This research was applied in a global logistic firm that operates in Turkey. The logistics sector is a dynamic industry and is very open to growth and development. As being a service industry and having a side of intensive labor, human capital became the key success factor. Also, in this company there has been code of ethics and employee commitment is important. Regularly, a survey is being conducted to measure employee commitment and subsequently an action plan is implemented. All employees are informed about the ethic rules of the company and an email address was provided for reporting an unethical situation.

### 4.3 HYPOTHESSIS TESTING

**H0: "**Ethical climate has no significant impact on organizational identification.**"**

**H1: "**Ethical climate has a significant positive impact on organizational identification."

**Ha: "**Self-interest ethical climate has a significant positive impact on organizational identification."

**H1b: "**Company profit ethical climate has a significant positive impact on organizational identification."

**H1c: "**Efficiency ethical climate has a significant positive impact on organizational identification."

**H1d: "**Friendship ethical climate has a significant positive impact on organizational identification."

**H1e: "**Team interest ethical climate has a significant positive impact on organizational identification."

**H1f:** "Social responsibility ethical climate has a significant positive impact on organizational identification."

**H1g: "**Personal morality ethical climate has a significant positive impact on organizational identification."

**H1h: "**Rules and standard operating procedures ethical climate has a significant positive impact on organizational identification."

**H1i:** "Laws and professional codes ethical climate has a significant positive impact on organizational identification."

**H2: "**Organizational identification level varies according to gender."

**H3: "**Organizational identification level varies according to departments of the company."

**H4: "**Ethical climate varies according to education level."

**H5: "**Ethical climate varies according to age categories."

**H6: "**Ethical climate varies according to position of the employee."

### 4.4 SAMPLE

The survey of this study was conducted on 122 employees working as low and high level managers and as non-managers of a logistics company operating in Turkey. This company provides freight forwarding logistic activities of overland and overseas, has warehouse facilities, one of the leading group in Europe for finished vehicle logistics. In the sample employees are classified according to their titles. Low level managers defined as there is no other employee working under them nevertheless the job title named as manager. High level managers defined as there can be managers and non-manager employees working under them. Non-manager employees are those who can be representative, specialist, expertise, responsible or office staff of a line of work.

The survey was conducted at Istanbul, İzmir and Mersin branches and head office. White collar workers and all top management are located in head office. Operational team and its managers, blue-collar workers are located in branches. In this study all white collar workers from bottom to the top are included with making some exceptions. Blue-collar employees working in warehouse department and finished vehicle logistic departments were excluded from the survey. For the ethical work climate instrument, items emphasizing description rather than feelings. "The instrument places respondents in the role of observers, reporting on but not evaluating the perceived organizational expectations" (Cullen et. al, 1993, p.671). In order avoid confounding perception and get favorable results, blue-collar employees were not take into account in the study.

There are many companies operating in logistics sector in Turkey. They may provide services in importing, exporting, national distribution (via road, sea, train, air) and warehousing individually as well as providing them all together. The company that is subject to this study is a global logistics company operating in Turkey by doing all mentioned services. According to 2016 data the estimated figures for the number of employees of this company and their competitors are as indicated in figure 5. There were 6 competitor companies having 13.421 employees in total and they provide same type of services and share market. The company X had 183 employees and it represent the 1,36% of the universe.

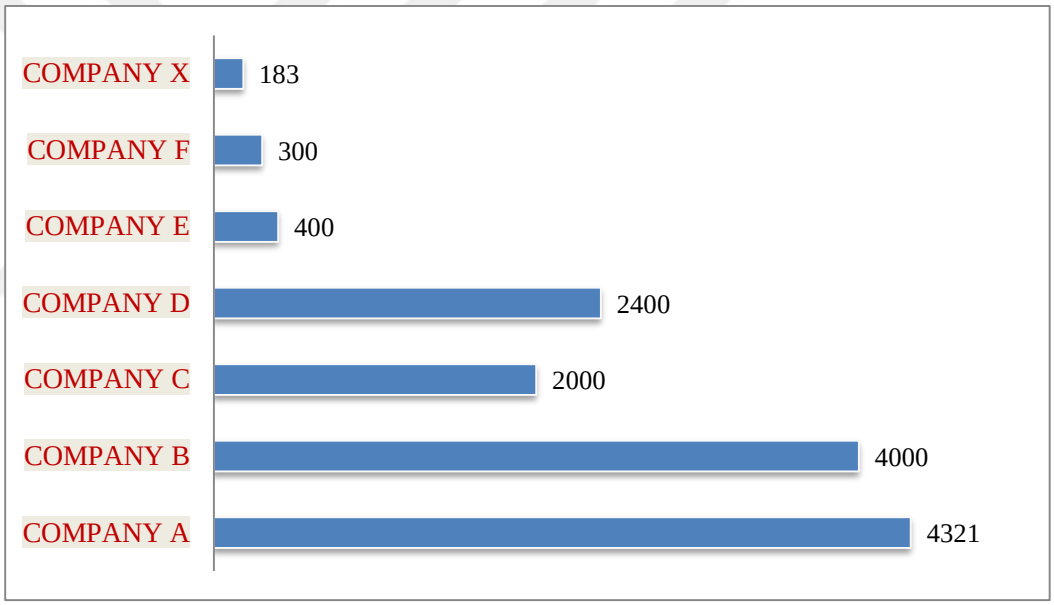



**Figure 5:** Number of Employees of competitors and the Company X

**Source:** Annual internal report of Company X

### 4.5 DATA COLLECTION

Convenience sampling method was used in this research. Questionnaires were personally administered at one of the biggest logistics company in Turkey. The company

has 3 branches in Istanbul, İzmir, Mersin and the main office is located in İstanbul. The survey was conducted at all branches and the main office via printout of the questionnaire. Before the delivery of the questionnaire, employees were informed about the purpose of the survey by the human resources department.

The participants were asked to evaluate ethical climate perception on 26 items and organizational identification on 6 items. In the questionnaire, there were 8 demographic questions to be analyzed for comparing groups. The fulfillment of the questionnaires took less than 10 minutes. 122 of 162 questionnaires could be obtained as completely filled. SPSS statistical packet program were used for doing analyses.

## 4.6 SURVEY INSTRUMENTS

### 4.6.1 Ethical Climate

Victor and Cullen's (1988) ethical work climate questionnaire 26- items scale was used. Each question was rated on a 5-point Likert-type scale 1 = strongly disagree and 5 = strongly agree. Some of the factors were combined into larger factors. Five ethical climate types that emerged from nine theoretical ethical types of climates: "caring, law and code, rules, instrumental and independence" (Victor & Cullen, 1988). "ECQ was designed to tap respondents' perceptions of how the members of an organization typically make decisions concerning various 'events, practices, and procedures' requiring ethical criteria" (Victor & Cullen, 1987, p. 57). Instructions are given at the beginning of the questionnaires; respondents are informed that they have to consider current conditions in the company. The climate types and resulting coefficient alpha reliability estimates were: "instrumental (α=.71), caring (α=.80), independence (α=.60), rules (α=.79), law and code (α=.79)" (Victor & Cullen, 1988). Ethical Climate scale is valid and reliable.

### 4.6.2 Organizational Identification

Mael and Ashforth'a (1992) organizational identification 6-item scale was used and adapted to Turkish by Tüzün (2006). All items were measured on a five point Likert-type scale where 1 = strongly disagree and 5 = strongly agree. Reliability of the scale was assessed using Cronbach's coefficient alpha of α=.93.

## 4.7 DEMOGRAPHIC INFORMATION

The sample consists of 47 (38,5%) female and 75 (61,5%) male participants. 96 participants have an education level of university or above. 50% of the participants are the age between 25-34 and 36,9% of them 35-44. When total work experience of employees taken into account majority of participant are ranked in 6-10 years and above 16 years. As work experiences in current organization status is evaluated majority of respondents are ranked in 1-5 years (64, 8 %).

**Table 3: Distributions of the Demographic Variables**

| | | | | |
|---|---|---|---|---|
| **Gender** | **Female**<br>47<br>38,5% | **Male**<br>75<br>61,5% | | |
| **Age** | **18-24**<br>7<br>6% | **25-34**<br>61<br>50% | **35-44**<br>45<br>37% | **44+**<br>9<br>7% |
| **Education** | **High School**<br>26<br>21% | **University**<br>76<br>62% | **Master**<br>20<br>16% | |
| **Total experince** | **1-5 years**<br>21<br>17% | **6-10 years**<br>37<br>30% | **11-15 years**<br>23<br>19% | **16+ years**<br>41<br>34% |
| **Experince in the company** | **1-5 years**<br>79<br>65% | **6-10 years**<br>17<br>14% | **11-15 years**<br>25<br>20% | **16+ years**<br>1<br>1% |

When the number of employees working in various department examined, it can be listed as 29 (23, 8%) in finished vehicle logistic, 25 (20, 5%) in overland, 18 (14, 8%) in finance and 13 (10, 7%) in sales and marketing department. The participants mostly consisted of non-managerial employees (83, 6%).

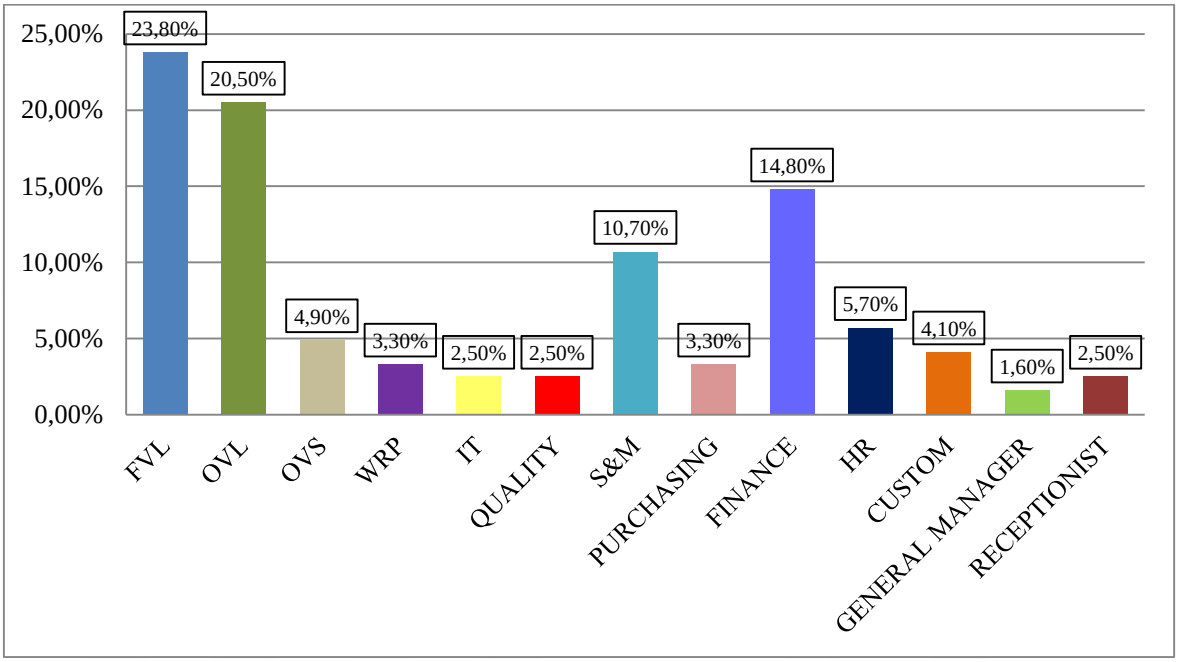



**Figure 6:** Scatter Charts of Employees According to Departments

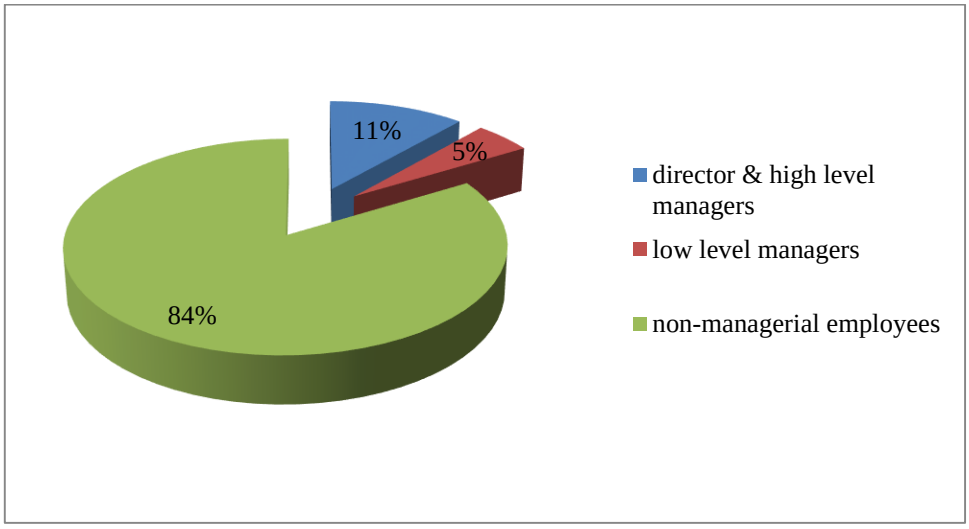



**Figure 7:** Pie Charts of Employees According to Job Titles

## 4.8 DATA ANALYSIS METHODS

The data was analyzed by SPSS 20 Statistical Package Program. Factor analysis was performed with principal components model and internal consistency of the scales were evaluated by computing coefficient alphas. Pearson correlations were presented for descriptive purposes and regression analyses were used for hypotheses testing. T-test and One-way ANOVA were used in order to test the demographic differences for dependent and independent variables.

# 5. RESEARCH FINDINGS

## 5.1 FACTOR ANALYSIS AND RELIABILITY TEST RESULTS

Factor analysis was conducted in order to find out the levels of ethical work climate perception and organizational identification of the respondents in the study. By the mean of exploratory factor analysis, factor structures of various scales are established and examined the interrelationships among the items of a scale that are used to reveal the clusters of items that have sufficient common variation to justify their grouping together as a factor. This is a process of compounding a group of items into a smaller set of composite factors.

The procedure followed as first Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity were performed in order to test the appropriateness of data for conducting factor analysis. The KMO measures the sampling adequacy which should be greater than 0.70 and Bartlett's Test significance level should be less than 0.05 for a satisfactory factor analysis to proceed. At the Anti-image correlation matrix, the value of measure of sampling adequacy (MSA) should be greater than 0, 50. Principle components analysis and Varimax rotation are applied as well to figure out the relevant items. Those factors with Eigen values of 1.00 or more were taken into consideration in total variance explained. Principle components analysis and Varimax rotation are applied as well to figure out the relevant items. Each step in the factor analysis was implemented by one-item-at-a-time basis through discarding any item which loaded on more than one factor with a .10 or less difference, or had a loading that was less than .50. After finding out the relevant factors of the variables, reliability analysis is performed for testing the consistency between the items of a factor. Cronbach's Alpha value higher than 0, 70 were considered as sufficient for internal consistency.

### 5.1.1 Ethical Climate

Ethical Climate scale has 26 items with the KMO value of 0,826. As it is greater 0.70, there is a correlation between the items and they are appropriate for factor analysis. The result of Bartlett's test is 0,000 < 0, 05 confirms that the variables are suitable for factor analysis. According to Anti-image correlation matrix result all 26 items are suitable for factor analyses. (Measure of Sampling value of each item is greater than 0.50, any item was not deleted.). At the first round of the factor analysis seven component extracted as the Eigen values of the factors are greater than 1.00 and 71.152% the total variance was explained value. Once the number of potential factors was determined the Principal Component Analysis and Varimax Rotation was used to further analyze the data. EC4 item is eliminated as it loaded on a factor individually and factor analysis was conducted again. KMO is revised as 0,827 > 0, 50 and Bartlett's test significance value is 0,000 < 0, 05.6 component were emerged with 68.753% value of total variance explained. The item EC19 with similar loadings on more than one factor was eliminated (0,508 on factor 4 and 0,505 on factor 6). Accordingly, factor analysis was done once again. KMO increased to 0,833 and Bartlett's test significance value is still 0,000. As a result of Factor analysis 6 factor with 24 items were found and 69.690% of total variance was explained.

After the factor analysis to test the internal consistency of factors Cronbach's Coefficient Alpha reliabilities were computed by using Alpha model. In cases where the alpha value is greater than 70 percent, factor is considered reliable.

Factor 1 Cronbach's Alpha value is 0,933 and all items' Cronbach Alpha Deleted Value is less than 0,933 besides the EC6 and EC7. Although both items have a value as 0,935 higher value than Factor 1 Cronbach's Alpha, we did not discard the items as the difference would not be significant. When the questions are examined, it has seen that Factor 1 consisted of Social Responsibility, Efficiency, Law and Professional Codes Climates. In the research it has been concluded that organizations have combinations of ethical climates (Victor & Cullen, 1988). Therefore, we will include the EC6 and EC7 for analyze. This factor named as "Law and Rules" in order to distinguish from the theoretical ethical climates.

## Table 4: Factor 1 Analysis Report

**FACTOR 1**

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CRITERION & LOCUS OF ANALYSIS* |
|---|---|---|---|
| EC5 | "In this company, it is expected that you will always do what is right for the customers and public." | Social Responsibility | BC |
| EC6 | "The most efficent way is always the right way in this company." | Efficiency | EC |
| EC7 | "In this company, each person is expected above all to work efficiently." | Efficiency | EC |
| EC8 | "People are expected to comply with law and professional standards over and above other considerations." | Law and Professional Codes | PC |
| EC9 | "In this company, the law or ethical code of their profession is the major consideration." | Law and Professional Codes | PC |
| EC10 | "In this company, people are expected to strictly follow legal or professional standards." | Law and Professional Codes | PC |
| EC11 | "In this company, the first consideration is whether a decision violates any law." | Law and Professional Codes | PC |
| EC12 | "People are expected to comply with law and professional standards over and above other considerations." | Company Rules and Procedures | PL |
| EC13 | "In this company, the law or ethical code of their profession is the major consideration." | Company Rules and Procedures | PL |
| EC14 | "In this company, people are expected to strictly follow legal or professional standards." | Company Rules and Procedures | PL |

B=Benevolence E=Egoism P=Principle
C=Cosmopolitan L=Local

## Table 5: Factor 1 Reliability Statistics

| Cronbach's Alpha | ,933 |
|---|---|
| | Cronbach's Alpha if Item Deleted |
| EC5 | ,925 |
| EC6 | ,935 |
| EC7 | ,935 |
| EC8 | ,921 |
| EC9 | ,927 |
| EC10 | ,919 |
| EC11 | ,927 |
| EC12 | ,920 |
| EC13 | ,926 |
| EC14 | ,927 |

Factor 2 Cronbach's Alpha value is 0,815 and all items' Cronbach Alpha Deleted Values have not been greater than 0,815. This factor named as "Independence" in order to distinguish from the theoretical ethical climates.

**Table 6: Factor 2 Analysis Report**

**FACTOR 2**

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CLIMATE TYPE* |
|---|---|---|---|
| EC23 | "In this company, people are expected to follow their own personal and moral beliefs." | Personal Morality | PI |
| EC24 | "Each person in this company decides for themselves what is right and wrong." | Personal Morality | PI |
| EC25 | "The most important concern in this company is each person's own sense of right and wrong." | Personal Morality | PI |
| EC26 | "In this company, people are guided by their own personal ethics." | Personal Morality | PI |

P=Principle
I=Individual

**Table 7: Factor 2 Reliability Statistics**

| Cronbach's Alpha | ,815 |
|---|---|
| | Cronbach's Alpha if Item Deleted |
| EC23 | ,798 |
| EC24 | ,799 |
| EC25 | ,746 |
| EC26 | ,724 |

Factor 3 Cronbach's Alpha value is 0,728 and all items' Cronbach Alpha Deleted Values is less than 0,728. This factor named as "Caring" in order to distinguish from the theoretical ethical climates.

## Table 8: Factor 3 Analysis Report

FACTOR 3

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CLIMATE TYPE* |
|---|---|---|---|
| EC1 | "What is best for everyone in the company is the major consideration here." | Team Interest | BL |
| EC2 | "The most important concern is the good of all the people in the company as a whole." | Team Interest | BL |
| EC3 | "Our major concern is always what is the best for the other person." | Friendship | BI |
| EC15 | "Succesful people in this company go by the book." | Company Rules and Procedures | PL |

B=Benevolence P=Principle
L=Local I=Individual

## Table 9: Factor 3 Reliability Statistics

| Cronbach's Alpha | ,728 |
|---|---|
| | Cronbach's Alpha if Item Deleted |
| EC15 | ,702 |
| EC1 | ,710 |
| EC2 | ,633 |
| EC3 | ,610 |

Cronbach's Alpha value of factor 4 is 0,808 but Cronbach Alpha Deleted Values of EC16 and EC17 appear to have not been calculated. Although questions that constituted the factor have clustered in a meaningful way, the questions can't explain this concept consistently. Therefore, Factor 4 is not going to be used in further steps.

**Table 10: Factor 4 Analysis Report**

**FACTOR 4**

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CLIMATE TYPE* |
|---|---|---|---|
| EC16 | "In this company, people protect their own interests above all else." | Self- Interest | EI |
| EC17 | "In this company, people are mostly out for themselves." | Self- Interest | EI |

E=Egoism
I=Individual

**Table 11: Factor 4 Reliability Statistics**

| Cronbach's Alpha | ,808 |
|---|---|
| | Cronbach's Alpha if Item Deleted |
| EC16 | |
| EC17 | |

Factor 5 Cronbach's Alpha value is 0,621 and the Cronbach Alpha Deleted Values of EC21 and EC22 appear to have not been calculated. Factor 5 is also not going to be used in further steps. (Although the alpha value 0,621 is less than 0, 70 limit, it is acceptable in case the items that constitute the factor are low.)

**Table 12: Factor 5 Analysis Report**

**FACTOR 5**

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CLIMATE TYPE* |
|---|---|---|---|
| EC21 | "Work is considered substandard only when it hurts the company's interests." | Company Profit | EL |
| EC22 | "The major responsibility of people in this company is to control costs." | Efficiency | EC |

E=Egoism
L=Local C=Cosmopolitan

**Table 13: Factor 5 Reliability Statistics**

| | |
|---|---|
| Cronbach's Alpha | ,621 |
| | Cronbach's Alpha if Item Deleted |
| EC21 | |
| EC22 | |

Factor 6 Cronbach's Alpha value is 0,511 which is less than 0, 70 limit and this factor can't be used. Although questions that constitute the factor have clustered in a meaningful way, the questions can't explain this concept consistently. Factor 6 is not going to be used in further steps.

**Table 14: Factor 6 Analysis Report**

FACTOR 6

| *ITEMS* | *QUESTIONS* | *ETHICAL CLIMATE TYPE* | *ETHICAL CLIMATE TYPE* |
|---|---|---|---|
| EC18 | "There is no room for one's own personal morals or ethics in this company." | Self-Interest | EI |
| EC20 | "People here are concerned with the company's interests to the exclusion of all else." | Company Profit | EL |

E=Egoism
I=Individual L=Local

**Table 15: Factor 6 Reliability Statistics**

| | |
|---|---|
| Cronbach's Alpha | ,511 |
| | Cronbach's Alpha if Item Deleted |
| EC18 | |
| EC20 | |

As a result of the factor analysis it was determined that EC4 and EC19 items were suitable for measuring the concept of ethical work climate and they are eliminated before performing reliability analysis. As a result of the reliability analysis it was determined that Factor 1, Factor 2 and Factor 3 decided to be used however Factor 4, Factor 5, Factor 6 were not. Finally, factor analysis was conducted again with remaining items and the results shown below.

## Table 16: "Ethical Climate Factor Analysis Report"

| ITEM NO | QUESTIONS | FACTOR LOADING | % VARIANCE EXPLAINED | RELIABILITY | MEAN |
|---|---|---|---|---|---|
| | **FACTOR 1: Law & Rules** | | | | |
| EC5 | In this company, it is expected that you will always do what is right for the customers and public. | 0,827 | 39,437 | 0,933 | 4,19 |
| EC6 | The most efficent way is always the right way in this company. | 0,625 | | | |
| EC7 | In this company, each person is expected above all to work efficiently. | 0,659 | | | |
| EC8 | People are expected to comply with law and professional standards over and above other considerations. | 0,856 | | | |
| EC9 | In this company, the law or ethical code of their profession is the major consideration. | 0,758 | | | |
| EC10 | In this company, people are expected to strictly follow legal or professional standards. | 0,905 | | | |
| EC11 | In this company, the first consideration is whether a decision violates any law. | 0,746 | | | |
| EC12 | People are expected to comply with law and professional standards over and above other considerations. | 0,896 | | | |
| EC13 | In this company, the law or ethical code of their profession is the major consideration. | 0,753 | | | |
| EC14 | In this company, people are expected to strictly follow legal or professional standards. | 0,741 | | | |
| | **FACTOR 2: Independence** | | | | |
| EC23 | In this company, people are expected to follow their own personal and moral beliefs. | 0,721 | 17,328 | 0,815 | 2,69 |
| EC24 | Each person in this company decides for themselves what is right and wrong. | 0,761 | | | |
| EC25 | The most important concern in this company is each person's own sense of right and wrong. | 0,824 | | | |
| EC26 | In this company, people are guided by their own personal ethics. | 0,859 | | | |
| | **FACTOR 3: Caring** | | | | |
| EC1 | What is best for everyone in the company is the major consideration here. | 0,525 | 7,445 | 0,728 | 3,35 |
| EC2 | The most important concern is the good of all the people in the company as a whole. | 0,807 | | | |
| EC3 | Our major concern is always what is the best for the other person. | 0,752 | | | |
| EC15 | Succesful people in this company go by the book. | 0,678 | | | |
| | | **TOTAL** | **64,21** | **0,867** | |

| | |
|---|---|
| *KMO* | 0,868 |
| *Barlett's Test of Sphericity Chi-Square* | 1378,16 |
| *df* | 153 |
| *Sig.* | 0,000 |

### 5.1.2 Organizational Identification

Organizational Identification scale has 6 items with the KMO value of 0,747> 0.70 and the result of Bartlett's test is 0,000 < 0,05 confirms that the variables are suitable for factor analysis. According to Anti-image correlation matrix result all items are suitable for factor analyses. Principal Component Analysis with Varimax Rotation results revealed that as expected the scale was one-dimensional. Below is the factor analysis report showing a detailed description of the organizational identification, the factor loadings, percent of the variance for each factor and the reliability coefficients of the items loaded on each factor.

**Table 17: "Organizational Identification Factor Analysis Report"**

| ITEM NO | QUESTIONS | % VARIANCE EXPLAINED | CRONBACH α | MEAN |
|---|---|---|---|---|
| | **FACTOR 1: Organizational Identification** | | | |
| OI1 | "When somebody critisizes my company it feels like a personal insult." | 51,787 | 0,800 | 3,56 |
| OI2 | "I am very interested in what others think about my company" | | | |
| OI3 | "When I talk about my company, I usually say 'we' rather than they"." | | | |
| OI4 | "I see my company's success as my own success." | | | |
| OI5 | "When somebody praices my company, it feels like a personal compliment." | | | |
| OI6 | "If a story in the media appears that critisizes my company, I'd feel embarressed." | | | |
| | | **51,787** | | |

| | |
|---|---|
| *KMO* | 0,747 |
| *Barlett's Test of Sphericity Chi-Square* | 273,534 |
| *df* | 15 |
| *Sig.* | 0,000 |

Cronbach's Coefficient Alpha reliabilities were computed by using Alpha model. Alpha value was 0,800 which is greater than 0, 70 and this factor can be considered as reliable. There has been no item having a Cronbach's Alpha if item deleted value higher than Cronbach's Alpha value.

**Table 18: Organizational Identification Reliability Statistics**

| Cronbach's Alpha | ,800 |
|---|---|
| | Cronbach's Alpha if Item Deleted |
| OI1 | ,796 |
| OI2 | ,738 |
| OI3 | ,770 |
| OI4 | ,750 |
| OI5 | ,771 |
| OI6 | 0,788 |

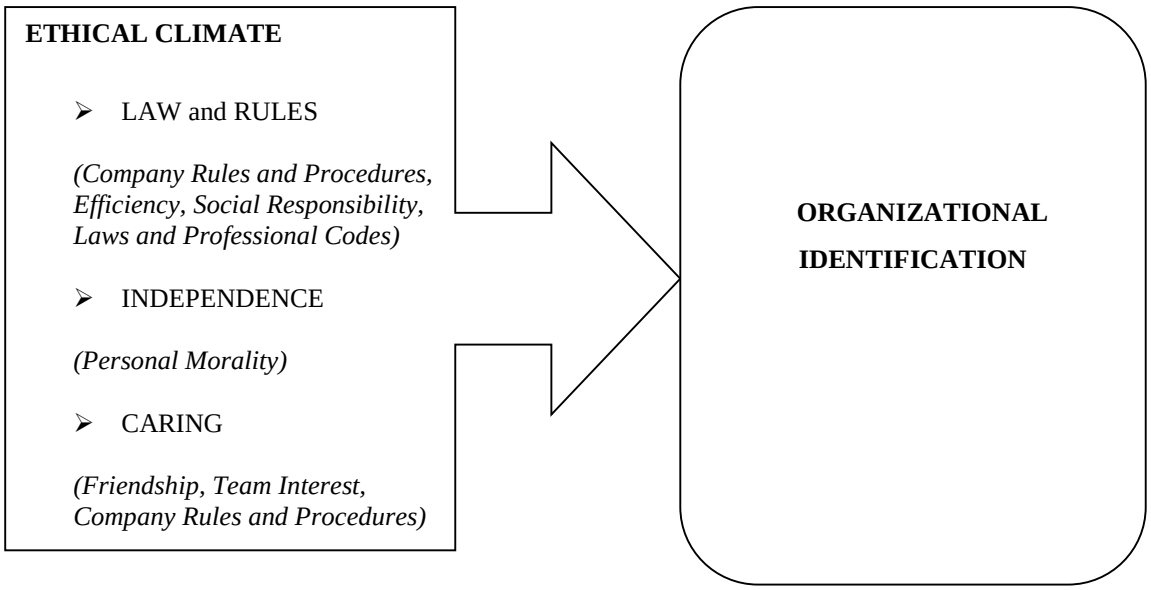



**Figure 8:** Modified Research Model after the Factor and Reliability Analyses

## 5.2 CORRELATION ANALYSES

The correlation coefficient is a measure the strength and the direction of a linear relationship between two variables. The value of *r (*the correlation coefficient value) is such that $-1 \leq r \leq +1$. The + and – signs are used for positive linear correlations and negative linear correlations, respectively. The strength can be assessed by these general guidelines[1] (which may vary by discipline);

- If r less than 0.5 it means there is a weak positive linear relationship,
- If r between 0.5 and 0.7 it means there is a medium level positive linear relationship,
- If r greater than 0.7 it means there is a strong positive linear relationship (Sipahi, Yurtkoru, and Çinko. 2006).

**Table 19: Correlation Analyses Result between Dependent and Independent Variables**

| | | LAWandRULES | INDEPENDECE | CARING | ORGANIZATIONAL IDENTIFICATION |
|---|---|---|---|---|---|
| **LAWandRULES** | *Pearson Correlation* | 1 | | | |
| | *Sig. (2-tailed)* | | | | |
| | *N* | 122 | | | |
| **INDEPENDECE** | *Pearson Correlation* | -0,100 | 1 | | |
| | *Sig. (2-tailed)* | 0,273 | | | |
| | *N* | 122 | 122 | | |
| **CARING** | *Pearson Correlation* | **0,407 | **,278 | 1 | |
| | *Sig. (2-tailed)* | 0,000 | 0,002 | | |
| | *N* | 122 | 122 | 122 | |
| **ORGANIZATIONAL IDENTIFICATION** | *Pearson Correlation* | **,448 | 0,105 | **,413 | 1 |
| | *Sig. (2-tailed)* | 0,000 | 0,248 | 0,000 | |
| | *N* | 122 | 122 | 122 | 122 |

Since the p-values are less than 0.05, it has determined that there has been a weak positive linear relationship between law & rule and organizational identification, and as well as the relationship between caring and organizational identification. The correlation coefficient value of independence is 0,248 > 0.05; it shows us that there has been no mutual relationship between independence and organizational identification.

## 5.3 TESTING OF THE RESEARCH MODEL

In addition to correlation analysis, simple linear regression employed to dependent and independent variables of the model including sub-factors. The reason to do so is to exhibit the explanatoriness between sub-factors. If two variables are correlated, then knowing the score on one variable will allow you to predict the score on the other variable.

### 5.3.1 Regression Analyses for Law & Rules Ethical Climate Dimension and Organizational Identification

R square represents the percent of variance in the values of the dependent variable that can be explained by knowing the values of independent variables (Sipahi, Yurtkoru, and Çinko. 2006). In this study, R2 indicates the proportion of the variance in the Organizational Identification scores accounted for by the predictor variable Law and Rules. The independent variable of law and rules' significance is p=0, 000 ≤ 0, 05, therefore the null hypothesis is rejected. Law and rules ethical climate affects organizational identification by explaining 20% of the organizational identification.

The F-value is a measure of statistical significance of the regression model as a whole and if $p < 0.01$, then the model is considered to be statistically significant. ($F=30.055$, $p = 0.000$). The regression equation can serve as a basis for understanding the relationship between law and rules climate and organizational identification.

T-tests measure whether the predictor variable is making a significant contribution to the model. For this model, Law and rules climate (t=5,482, p=0.000) is significant predictors of organizational identification.

**Table 20: Regression Analysis Results for Law & Rules Ethical Climate Dimension and Organizational Identification**

| R | R Square | ANOVA F | ANOVA Sig. |
|---|---|---|---|
| 0,448[a] | 0,200 | 30,055 | 0,000[b] |

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1,418 | 0,397 | | 3,570 | 0,001 |
| LAWandRULES | 0,512 | 0,930 | 0,448 | 5,482 | 0,000 |

a. Dependent Var: Organizational Identification

b. Predictors: (Constant), LAWandRULES

The beta value is a measure of how strongly the predictor variable influences the criterion variable. Table 13 shows that law and rules climate has positive weak relationships with organizational identification. The findings of simple linear regression analysis verified the H1c, H1f, H1h and H1i hypothesis.

Simple linear regression model will be:

| Law & Rules = 1,418 + 0,512 * Organizational Identification |
|---|

### 5.3.2 Regression Analyses for Independence Ethical Climate Dimension and Organizational Identification

According to correlation analyses, it has founded that there is no mutual relationship between Independence factor of ethical climate and organizational identification. Therefore, there is no need to conduct a regression analyses for these variables. Hypothesis H1g is rejected.

### 5.3.3 Regression Analyses for Caring Ethical Climate Dimension and Organizational Identification

R value of caring climate is 0,413 and R square explains 17% of the variance of organizational identification. Also, the independent variable of caring climate's significance is p=0, 000 ≤ 0, 05 which means the null hypothesis is rejected. As beta coefficient is 0,413 and p < 0, 01, there is a statistically significant, positive weak relationship between caring and organizational identification.

**Table 21: Regression Analysis Results for Caring Ethical Climate Dimension and Organizational Identification**

| R | R Square | ANOVA F | ANOVA Sig. |
|---|---|---|---|
| 0,413[a] | 0,171 | 24,671 | 0,000[b] |

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 2,261 | 0,271 | | 8,338 | 0,000 |
| CARING | 0,388 | 0,078 | 0,413 | 4,967 | 0,000 |

a. Dependent Var: Organizational Identification

b. Predictors: (Constant), CARING

The findings of simple linear regression analysis verified the H1d, H1e, H1h hypothesis.

Simple linear regression model will be:

| |
|---|
| Caring = 2,161 + 0,388 * Organizational Identification |

**Table 22: Summary of Regression Analysis Results for Ethical Climate Dimensions and Organizational Identification**

| | R | R Square | ANOVA F | ANOVA Sig. |
|---|---|---|---|---|
| LAWandRULES | 0,448[a] | 0,200 | 30,055 | 0,000[b] |
| CARING | 0,413[a] | 0,171 | 24,671 | 0,000[b] |

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1,418 | 0,397 | | 3,570 | 0,001 |
| LAWandRULES | 0,512 | 0,930 | 0,448 | 5,482 | 0,000 |
| (Constant) | 2,261 | 0,271 | | 8,338 | 0,000 |
| CARING | 0,388 | 0,078 | 0,413 | 4,967 | 0,000 |

a. Dependent Var: Organizational Identification

b. Predictors: (Constant), LAWandRULES, CARING

As a result of regression analyses it has been concluded that H1a and H1b were rejected and H1 hypothesis is partially supported.

## 5.4 T-TEST ANALYSES AND ONE-WAY ANOVA TEST

The t-test is an analyses to assess the differences in means between two groups. There can be a significant difference in research variables according to demographic variable. The t-test was used to test for a difference in organizational identification scores between males and females.

The p-value is greater than 0.05 and it means that both two genders' variance of organizational identification are equal. There has been no any difference between the identification levels of male and female. H2 hypothesis is rejected.

**Table 23: Independent Samples Test for Organizational Identification**

| | | Levene's Test for Equality of Variances | | t-test Equality of Means |
|---|---|---|---|---|
| | | F | Sig. | Sig. (2-tailed) |
| ORGANIZATIONAL IDENTIFICATION | Equal variances assumed | 0,062 | 0,803 | 0,003 |
| | Equal variances not assumed | | | 0,003 |

### 5.4.1 Anova Test

One-way variance analysis (ANOVA) was used for more than two variables and only the significant outputs are tabulated.

#### *5.4.1.1 Variables with Regard to Department*

Regarded to department categories significant differences in organizational identification was observed. According to those findings:

**Table 24: One-Way ANOVA Test for Organizational Identification**

| Levene Statistics Sig. Value | ANOVA F Value | ANOVA Sig. Value |
|---|---|---|
| 0,605 | 3,685 | 0,000 |

Levene statistic p-value which is >0, 05 proves the groups' variance equity and one way Anova test can be applied. As the p value is <0, 05 it shows that organizational identification levels differs according to departments.

**Table 25: Multiple Comparisons for Organizational Identification**

| department | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Scheffe | FVL | OVL | 0,760 | 0,199 | 0,282 |
| | | OVS | 0,404 | 0,327 | 1,000 |
| | | WRP | 0,126 | 0,389 | 1,000 |
| | | IY | 0,626 | 0,442 | 0,999 |
| | | QUALITY | 0,682 | 0,442 | 0,998 |
| | | S&M | 0,05 | 0,243 | 1,000 |
| | | PURCHASING | 0,335 | 0,389 | 1,000 |
| | | FINANCE | **1,099 | 0,219 | 0,022 |
| | | HR | 0,341 | 0,307 | 1,000 |
| | | CUSTOM | -0,507 | 0,353 | 0,999 |
| | | GENERAL MANAGER | 0,043 | 0,533 | 1,000 |
| | | RECEPTIONIST | 0,182 | 0,442 | 1,000 |

*The mean difference is significant at the level 0,05.

Dependent Variable: Organizational Identification

**Table 26: Descriptives for Organizational Identification**

| | Mean |
|---|---|
| FVL | 3,96 |
| FINANCE | 2,86 |

According to Scheffe test, this difference is between finished vehicle logistic (FVL) and finance departments. FVL department exhibits more OI than finance. Core business of the company is FVL and the company earns the most revenue through to this department. This business is a kind of niche job and employee of this department may aware of it. Therefore, the sense of being a member of a leading department in the company may provoke them to be more identified with the organization compared to Finance department.

#### *5.4.1.2 Variables with Regard to Education level*

Levene test p-value is >0.05 and one way Anova p-value is <0.05 which means at least one group's "Law and Rules" dimension of ethical work climate is different than others regarding to different education level.

**Table 27: One-Way ANOVA Test for Law and Rules Ethical Climate Dimension**

| Levene Statistics Sig. Value | ANOVA F Value | ANOVA Sig. Value |
|---|---|---|
| 0,125 | 3,614 | 0,030 |

It has been determined that there is a significant difference in "law and rules" ethical climate perception of employees between high school and university education levels.

**Table 28: Multiple Comparisons for Law and Rules Ethical Climate Dimension**

| education | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Scheffe | high school | university | **0,396 | 0,160 | 0,79 |
| | | master degree | 0,117 | 0,209 | 0,63 |
| | university | high school | **-0,396 | 0,160 | 0,00 |
| | | master degree | -0,279 | 0,177 | 0,16 |
| | master degree | high school | -0,117 | 0,209 | 0,40 |
| | | university | 0,279 | 0,177 | 0,72 |

*The mean difference is significant at the level 0,05.

Dependent Variable: LAWandRULES

According to mean values in descriptives table, "law and rules" ethical climate perception of employees with high school education level is greater than the one's with university education level.

**Table 29: Descriptives for Law and Rules Ethical Climate Dimension**

| | Mean |
|---|---|
| high school | 4,46 |
| university | 4,07 |

Levene test p-value is >0.05 and one way Anova p-value is <0.05 which means at least one group's "Independence" ethical work climate perception level is different than others regarding to different education level.

**Table 30: One-Way ANOVA Test for Independence Ethical Climate Dimension**

| Levene Statistics Sig. Value | ANOVA F Value | ANOVA Sig. Value |
|---|---|---|
| 0,869 | 3,898 | 0,023 |

It has been determined that there is a significant difference in "independence" ethical climate perception of employees between high school and university education levels.

**Table 31: Multiple Comparisons for Independence Ethical Climate Dimension**

| education | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Scheffe | high school | university | **0,478 | 0,180 | 0,033 |
| | | master degree | 0,527 | 0,236 | 0,087 |
| | university | high school | **-0,478 | 0,180 | 0,033 |
| | | master degree | 0,049 | 0,200 | 0,971 |
| | master degree | high school | -0,527 | 0,236 | 0,087 |
| | | university | -0,049 | 0,200 | 0,971 |

*The mean difference is significant at the level 0,05.

According to mean values in descriptives table, “independence” ethical climate perception of employees with high school education level is greater than the one’s with university education level.

**Table 32: Descriptives for Independence Ethical Climate Dimension**

| | Mean |
|---|---|
| high school | 3,08 |
| university | 2,60 |

Levene test p-value is smaller than 0, 05 that means variance equality is not assumed. Welch test is applied and p-value is smaller than 0.05.

**Table 33: Welch and Brown Test for Caring Ethical Climate Dimension**

| Levene Statistics Sig. Value | WELCH Sig. Value | BROWN-FORSYTHE Sig. Value |
|---|---|---|
| 0,021 | 0,006 | 0,026 |

Therefore, Tamhane T2 comparison test is selected and results show that there is a difference in “caring” ethical climate perception of employees between high school and university education levels.

**Table 34: Multiple Comparisons for Caring Ethical Climate Dimension**

| education | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Scheffe | high school | university | **0,528 | 0,159 | 0,005 |
| | | master degree | 0,503 | 0,255 | 0,163 |
| | university | high school | **-0,528 | 0,159 | 0,005 |
| | | master degree | -0,025 | 0,244 | 0,999 |
| | master degree | high school | -0,503 | 0,255 | 0,163 |
| | | university | 0,025 | 0,244 | 0,999 |

*The mean difference is significant at the level 0,05.

Dependent Variable: Caring

According to mean values in descriptives table, "caring" ethical climate perception of employees with high school education level is greater than the one's with university education level.

**Table 35 : Descriptives for Caring Ethical Climate Dimension**

| | Mean |
|---|---|
| high school | 3,77 |
| university | 3,24 |

As a general result of ANOVA test regarding to education level, it has been resulted that employees with high school education level have higher ethical climate perception (law and rules, independence, caring) than employees with university education level.

#### *5.4.1.3 Variables with Regard to Position*

The Levene statistics is smaller than 0, 05 and the results of Welch and Brown-Forsythe tests are examined which are also smaller than 0, 05. In this case it is assumed

that there is difference in the "independence" ethical climate perceptions of employees in terms of position.

**Table 36: Welch and Brown Test for Independence Ethical Climate Dimension**

| Levene Statistics Sig. Value | WELCH Sig. Value | BROWN-FORSYTHE Sig. Value |
|---|---|---|
| 0,049 | 0,020 | 0,016 |

Since equality variance is not assumed Tamhane's T2 test is utilized. As a result, it is seen that non-managerial position employees' have higher perception of ethical climate than the director & high level manager positions.

**Table 37: Multiple Comparisons for Independence Ethical Climate Dimension**

| position | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Tamhane | non managerial employees | low level managers | 0,265 | 0,256 | 0,711 |
| | | director + high level managers | **0,515 | 0,153 | 0,007 |
| | low level managers | non managerial employees | -0,265 | 0,256 | 0,711 |
| | | director + high level managers | 0,250 | 0,274 | 0,770 |
| | director + high level managers | non managerial employees | **-0,515 | 0,153 | 0,007 |
| | | low level managers | -0,25 | 0,274 | 0,770 |

*The mean difference is significant at the level 0,05.

Dependent Variable: Independence

**Table 38: Descriptives for Independence Ethical Climate Dimension**

| | Mean |
|---|---|
| director + high level managers | 2,25 |
| non managerial employees | 2,76 |

#### *5.4.1.4 Variables with Regard to Age*

The Levene statistics significance value is less than 0, 05. Therefore, Anova test conducted and and significance value is less than 0,05. That means at least one group's "Independence" ethical work climate perception level is different than others regarding to age.

**Table 39: Test of Homogeneity of Variances for Independence Ethical Climate Dimension**

| Levene Statistics Sig. Value | ANOVA F Value | ANOVA Sig. Value |
|---|---|---|
| 0,41 | 2,924 | 0,037 |

It has been determined that there is a significant difference in "independence" ethical climate perception of employees who have age between 25-34 and 35-44.

**Table 40: Multiple Comparisons for Independence Ethical Climate Dimension**

| age | | | Mean Difference | Std. Error | Sig. |
|---|---|---|---|---|---|
| Scheffe | 18-24 age | 25-34 age | 0,532 | 0,317 | 0,425 |
| | | 35-44 age | 0,113 | 0,323 | 0,989 |
| | | 45 and above | 0,48 | 0,400 | 0,697 |
| | 25-34 age | 18-24 age | -0,532 | 0,317 | 0,425 |
| | | 35-44 age | **-0,418 | 0,156 | 0,072 |
| | | 45 and above | -0,051 | 0,284 | 0,998 |
| | 35-44 age | 18-24 age | -0,113 | 0,323 | 0,989 |
| | | 25-34 age | **0,418 | 0,156 | 0,072 |
| | | 45 and above | 0,367 | 0,290 | 0,661 |
| | 45 and above | 18-24 age | -0,48 | 0,400 | 0,697 |
| | | 25-34 age | 0,051 | 0,284 | 0,998 |
| | | 35-44 age | -0,367 | 0,290 | 0,661 |

*The mean difference is significant at the level 0,05.

Dependent Variable: Independence

According to mean values in descriptives table, “independence” ethical climate perception of employees that have age between 35-44 is greater than the one’s that have age between 25-34.

**Table 41: Descriptives for Independence Ethical Climate Dimension**

| | Mean |
|---|---|
| 25-34 age | 2,50 |
| 35-44 age | 2,92 |

# 6. CONCLUSION & DISCUSSION

## 6.1 FACTOR & RELIABILITY ANALYSES

The aim of this study is to investigate the relationship between ethical work climate and organizational identification.

Firstly, the factor and reliability analyses were performed in order to determine the related factors of variables. Three factors emerged (ethical climate types), namely *law and codes, independence* and *caring.* First dimension named as "*law and rules"* and it consists of the cosmopolitan level of egoism, benevolence, principle dimension and local level of principle. It includes mostly the items of both company rules & procedures and law & professional codes. The combination of this two ethical climate type is frequently encountered in the literature (Victor and Cullen, 1988; Deshpande, 1996; Elçi ve Alpkan, 2006; Yaldıran 2010; Öncer and Yıldız, 2012). However, the first emerged dimension of this study is not met within the extant literature. Second dimension *"independence"* is only comprised of local level of principle criteria. Some scholars as Victor and Cullen (1988) and Yaldıran (2010) found the same dimension in their study. Third dimension named "caring" consists of the synthesis of benevolence criteria for individual and local level, principle criteria for local level. Mostly it has been found as a combination of the benevolence climates of friendship and team interest (Victor and Cullen, 1988; Deshpande, 1996; Aydemir, 2007). The participants could not make a distinction between friendship and team interest in the workplace or the questionnaire was lack of accuracy in order to distinguish two climates. However, in this study company rules and procedures ethical climate loaded on two factors: law and rules, caring. Only one item of "company rules and procedures" ethical climate under caring factor ("Successful people in this company go by the book."). Three items have taken place under law and rules factor which is more appropriate with (A similar situation occurred in the study of Victor and Cullen (1988) regarding efficiency climate). The dual loading on two factors may be caused by the misunderstanding of the item. The meaning of the item can't reflect well and perceived correctly by the participants.

The 3 factor typology and the corresponding items that loaded on the respective factors are shown in the figure 8.

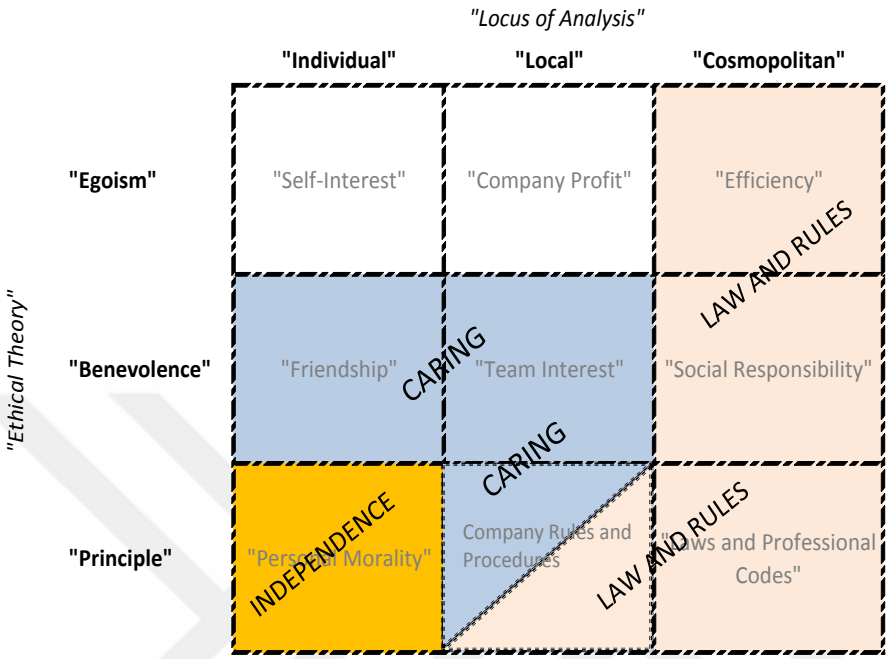



**Figure 9:** "Three Factor Typology and Corresponding Items Loaded on the Respective Factors"

**Note:** Uppercase letters show empirical dimension

First dimension "*law and rules"* is an ethical climate type which the major concern of the company is law, ethical codes and professional standards that people are expected to follow and comply with. Also it is expected above all to work efficiently and employees and management are interested in doing what is right for the customers and public.

Second dimension "independence" is an ethical climate type which people are guided by their own personal ethics and act on its own sense of right and wrong. The decision between the right and wrong decided by each person and people are expected to follow their own personal and moral beliefs.

Third dimension “caring” is an ethical climate type which *employees’ and management’* major consideration is well-being of others at decision making stage. This construct is based on benevolence theory mostly. It is perceived as ethical concern exist for others and society. On the other hand, it is perceived as successful people conform to rules and regulations.

Ethical climate factors and their constituent items may appear differently in other studies and may be named differently. The most common ethical climates are named as in figure 9.

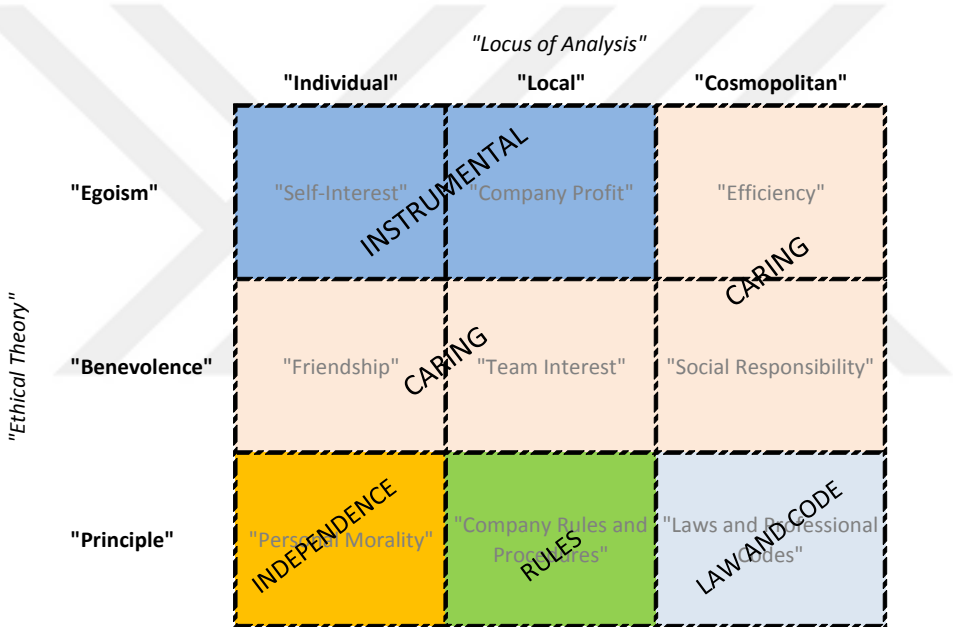



**Figure 10:** “Victor and Cullen (1988) Ethical Climate Matrix**”**

**Source:** Victor and Cullen, 1988

**Note:** Uppercase letters show empirical dimension

In Victor and Cullen (1987, 1988) study five dimensions of ethical climate founded: “instrumental, caring, independence, rules, law and code”. Instrumental ethical climate (α=.71) included self-interest and company profit, caring ethical climate (α=.80)

included friendship, team interest, social responsibility and efficiency, independence ethical climate (α=.60) included personal morality, rules ethical climate (α=.79) included company rules and procedures, law and code ethical climate (α=.79) included law and professional codes.

In 1993, they tested 36 items questionnaire and seven climate types emerged from their factor analysis: the three principled climates, egoistic self-interest climate, the efficiency climate, social responsibility, friendship and team interest loaded on same factor. (The most common empirical derivatives of ethical climate and its details were stated in previous chapter.)

In the study of Deshpande (1996), four ethical climate types were reported (professional, rules, caring, and instrumental). Elçi and Alpkan (2009) obtained nine climate types while none of the preceding studies could not.

All the studies regarding the ethical climate indicating that organization can have different types of ethical climates. Regarding the result of this study, reliability estimates (coefficient alpha) of the three ethical climate factors (law and rules, independence, caring) were 0.93, 0.81, and 0.72 respectively. Most of the respondents expressed the presence of a relatively higher level of law and rules climate. This was followed by caring climate and independence climate.

According to factor analysis result of the dependent variable "organizational identification" showed a uni-dimensional structure (α=.80). Most of the previous studies resulted that organizational identification consists of one dimension (Mael & Ashforth, 1992; Tüzün, 2009).

Results indicate that "law and rules" and "caring" ethical climates have significant positive effects on organizational identification. An Independence ethical climate has no any mutual relationship with organizational identification.

## 6.2 T-TEST & ANOVA TEST FINDINGS

There has been no any difference between the identification levels of male and female. Other demographic values as age, education, and overall tenure, tenure in current business and title in the organization have no impact on organizational identification. Law and rule dimension of ethical climate is only affected by education level, independence dimension is affected by education level and title, caring dimension is affected by education level. Unspecified demographic variables have no impact on independent variable.

Regarded to department categories, significant difference in organizational identification was observed. The department of FVL employees exhibited more organizational identification than finance department employees. Furthermore, there has been a difference in the ethical climate perceptions of employees in terms of education level. Three emerged ethical climate (law and rules, independence, caring) perception of employees with high school education level is higher than university education level. Secondly, individual dimension of ethical climate differs according to title of employees in the organization. Non-managerial position employees' have higher perception of ethical climate than the director & high level manager positions.

## 6.3 OVERALL DISCUSSION

Ethics is one of the topics that are notable to businesses. The role of pursue an ethical policy is great in order to ensure sustainable competitive advantage. Academicians emphasize that ethical climate is very significant because it affects the employee behaviors and the organizational consequences. The logistics sector is a large sector where business and employee competition are intense. To avoid losing its employees to competitors, it is essential to find out what are the elements affecting identification level of employees with the organization. One of the important topic is ethical climate that has an impact on organizational identification. It is important to keep qualified employees and it's totally related to the identification level of the employee's. "Intention to quit" and "identification" are proportional to each other.

In last years companies have shown much interest in the topic of employee commitment and conducting surveys to measure it. However, the number of studies examining the concept of identification is less than that of commitment. The results of this research will contribute to the literature and contribute to companies to draw roadmaps and prepare their action plans.

Leaders can influence the identification of employees by assuring that organization has law & rules and caring ethical climates. Constructing, developing, and maintaining a suitable ethical climate seems as a necessity for increasing organizational identification in order to gain benefits. Managers need to emphasize the significance of the efficiency and set their target in order to achieve it. Accordingly, employees will make an effort to increase their personal efficiency. Furthermore, it is expected to be noticed that friendship among the employees and team spirit are important aspects. Organization needs to lead the employees to improve the organizational prestige and image on the eyes of customers and society in general. Based on the result, this company has policies for ethical behavior and accepted professional norms and principles. It is necessary that employees rigidly obey 'legal' or 'professional' standards. Unethical behavior is not tolerated. In order to promote organizational identification, managers should set their goals and determine their strategies that comply with efficiency, friendship, team interest, social responsibility, company rules and procedures, laws and professional codes. It is important to figure out what motivates the level of employees' organizational identification and realize the positive consequences of identification that can increase job satisfaction, creativity, and entrepreneurial behavior. Based on such these successful outcomes organizations may have more chance to survive in the highly challenging marketplace.

## 6.4 LIMITATIONS AND FURTHER RESEARCH

There were some limitations in this research. Since this study analyzed the relationship among these two topics in a global logistics company operating in Turkey, future studies needs to verify these consequences. This study was applied in one company

excluding blue-collar workers; future research may be conducted in more companies/different sectors including all employees. It was tough to carry out survey in the logistics sector as a sample. Therefore, sample size was limited and it could be enlarged. Also by adding other variables, the model could be expended. Organizational commitment variable which is very similar concept with organizational identification and it can be researched as dependent variable. It is possible to add some moderating, mediating and control variables in order to extend the model. Organizational performance could be dependent variable and organizational identification can take a place as mediator variable.

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***Internet Resources***

http://www.reuters.com/article/us-volkswagen-emissions-idUSKCN12P22F

http://www.bbc.com/sport/football/35007626

# APPENDIX

## ÖRGÜTSEL ETİK İKLİM VE ÖRGÜTSEL ÖZDEŞLEŞME DEĞERLENDİRME ANKETİ

Değerli Katılımcılar,

Bu anket formu Marmara Üniversitesi Sosyal Bilimler Enstitüsü Yönetim ve Organizasyon bölümünde yüksek lisans eğitimi almakta olan Aslı Tayan'ın tez çalışması için hazırlanmıştır.

Bu çalışmanın amacı, örgüt içindeki etik iklimin çalışanların örgütle özdeşleşmesini nasıl etkilediğini ölçmektir. Ankette bulunan sorulara vereceğiniz cevaplar tarafımızca saklı tutulacak ve tamamen bilimsel amaçlı olarak kullanılacaktır.

Bu anket iki bölümden oluşmaktadır. Birinci bölüm kişisel bilgilerin elde edilmesi amacıyla hazırlanan sorulardan; ikinci bölüm etik çevre, ve üçüncü bölüm örgütsel özdeşleşme hakkındaki görüş ve düşüncelerinizi belirleme amacıyla hazırlanan sorulardan meydana gelmektedir.

Anket sonuçlarının sağlıklı olabilmesi için soruları samimi,doğru ve eksiksiz olarak yanıtlamanız gerekmektedir. Lütfen anketlerin üzerine isim **belirtmeyiniz.**

İlgi ve yardımlarınız için şimdiden teşekkür ederiz.

### BİRİNCİ BÖLÜM

Bu bölümde yer alan sorular demografik özelliklerinizi belirleyen kişisel bilgileriniz ile ilgilidir.

| | |
|---|---|
| **Yaş** | |

| | | |
|---|---|---|
| **Cinsiyet** | Bayan ( ) | Erkek ( ) |

| | | |
|---|---|---|
| **Medeni Durum** | Evli ( ) | Bekar ( ) |

| | | | | |
|---|---|---|---|---|
| **Eğitim Durumu** | Lise ( ) | Üniversite ( ) | Yüksek Lisans ( ) | Doktora ( ) |

| | |
|---|---|
| **Kaç yıldır çalışma hayatındasınız?** | |

| | |
|---|---|
| **Bu şirkette kaç yıldır çalışıyorsunuz?** | |

| | |
|---|---|
| **Hangi Departmanda çalışıyorsunuz?** | |

| | |
|---|---|
| **İş Ünvanınız Nedir?** | |

## İKİNCİ BÖLÜM

Bu bölümde yer alan sorular organizasyonel etik iklim ile ilgilidir. Lütfen bu soruları kendi düşünceleriniz doğrultusunda;
**1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Fikrim Yok, 4-Katılıyorum, 5-Kesinlikle Katılıyorum,** seçeneklerinden birini tik **( X )** koyarak cevaplandırınız.

| SORU NO | SORULAR | Kesinlikle Katılmıyorum | Katılmıyorum | Fikrim Yok | Katılıyorum | Kesinlikle Katılıyorum |
|---|---|---|---|---|---|---|
| **1.** | Kurumumuzda çalışanların bir bütün olarak iyiliğini gözetmek temel kriterimizdir. | | | | | |
| **2.** | Kurumumuzda en önemli konu, bir bütün olarak çalışanların çıkarlarıdır. | | | | | |
| **3.** | Her zaman en önemli endişemiz, diğer kişiler için neyin en iyisi olduğudur. | | | | | |
| **4.** | Kurumumuzda her çalışan birbirinin iyiliğini gözetir. | | | | | |
| **5.** | Kurumumuz bizden, her zaman müşteriler ve kamu için doğru olanı yapmamızı bekler. | | | | | |
| **6.** | Kurumumuzda en verimli yol, en doğru yoldur. | | | | | |
| **7.** | Kurumumuzda herkesin, her şeyden önce, verimli çalışması beklenir. | | | | | |
| **8.** | Tüm çalışanlardan, her şeyden önce kanunlara ve mesleki standartlara uyması beklenir | | | | | |
| **9.** | Bu kurumda kanun ve mesleki standartlar, her türlü karar ve uygulamada esas kriterlerdir. | | | | | |
| **10.** | Kurumumuzda, çalışanların kanunlara ya da mesleki standartlara sıkı sıkıya uymaları beklenir | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **11.** | Kurumumuzun öncelikli kriteri, alınan bir kararın herhangi bir kanuna aykırı olup olmadığıdır. | | | | | |
| **12.** | Tüm çalışanlardan, her şeyden önce kanunlara ve mesleki standartlara uyması beklenir | | | | | |
| **13.** | Kurumumuzun kural ve prosedürlerine uymak çok önemlidir. | | | | | |
| **14.** | Tüm çalışanların, kurumun kuralları ve prosedürlerine bağlı olması beklenir | | | | | |
| **15.** | Kurumumuzdaki başarılı insanlar, yazılı talimatlara uyan kişilerdir | | | | | |
| **16.** | Kurumumuzda çalışanlar, kendi çıkarlarını her şeyin üstünde tutarlar. | | | | | |
| **17.** | Kurumumuzda çalışanlar, çoğunlukla kendilerini düşünürler. | | | | | |
| **18.** | Kurumumuzda, çalışanların kendi ahlak ve etik değerlerine yer yoktur. | | | | | |
| **19.** | Çalışanlardan, sonuçlarını düşünmeksizin kurum çıkarları için her şeyi yapmaları beklenir. | | | | | |
| **20.** | Kurumumuzda çalışanlar, kurum çıkarları dışında hiçbir şeyle ilgilenmezler. | | | | | |
| **21.** | Yapılan iş kurum çıkarlarına zarar verdiği zaman başarısız kabul edilir. | | | | | |
| **22.** | Kurumumuzda çalışanların başlıca sorumluluğu, maliyetleri kontrol altında tutmaktır. | | | | | |
| **23.** | Kurumumuzda çalışanların, kendi kişisel ve ahlaki inançlarına göre hareket etmeleri beklenir. | | | | | |
| **24.** | Kurum çalışanları, neyin doğru neyin yanlış olduğuna kendileri karar verirler. | | | | | |
| **25.** | Kurumumuzda en önemli konu çalışanların kendi doğru ve yanlış algısıdır. | | | | | |
| **26.** | Kurumumuzda çalışanlar, kendi kişisel etik değerleri tarafından yönlendirilir. | | | | | |

## ÜÇÜNCÜ BÖLÜM

Bu bölümde yer alan sorular örgütsel özdeşleşme kavramı ile ilgilidir. Lütfen bu soruları kendi düşünceleriniz doğrultusunda;
**1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Fikrim Yok, 4-Katılıyorum, 5-Kesinlikle Katılıyorum,** seçeneklerinden birini tik **( X )** koyarak cevaplandırınız.

| SORU NO | SORULAR | Kesinlikle Katılmıyorum | Katılmıyorum | Fikrim Yok | Katılıyorum | Kesinlikle Katılıyorum |
|---|---|---|---|---|---|---|
| **27.** | Başkalarının çalıştığım şirketi eleştirmesini kişisel bir hakaret olarak algılarım. | | | | | |
| **28.** | Başkalarının çalıştığım şirketi hakkındaki düşünceleri beni çok ilgilendirir. | | | | | |
| **29.** | Çalıştığım şirketten bahsederken genelde "onlar" demek yerine "biz" terimini kullanırım. | | | | | |
| **30.** | Çalıştığım şirketin başarılarını kendi başarım gibi görürüm. | | | | | |
| **31.** | Başkalarının çalıştığım şirketi övmesini kişisel bir övgü olarak algılarım. | | | | | |