

## Organizational Identification, Ethical Work Climate and Job Satisfaction: An investigation From Salas's Employees perspective

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### Abstract

The conducted study reconnoitered the linkage of ethical climate on employee's satisfaction with a mediating effect of organizational identification. This study explains about organizational identification experienced by sales employees. It is a relatively new perspective in terms of Pakistan's Cellular Telecommunication industry but not anonymous. Data was collected by survey method from a sample of 273 inbound sales employees, who are randomly selected and employed in the Lahore city. For mediation exploration, multiple regression was engaged. Limitation and future recommendation was conferred.

**Key words:** Ethical Climate, Organizational Identification, Job Satisfaction and Telecom Sector.

### INTRODUCTION

In this corporate world where companies are consistently entering in the purview of competition, it is extremely troublesome for anybody to be an arbiter what crafts them focused or sufficiently alluring to stay for longer period of time and hold their importance. In recent years, many organizations like Enron, Tycon and Worldcom have confronted numerous corporate scandals that have attracted the consideration of consumers' minds and media towards issues of business ethics. Previous researches have supported this fact that corporate indiscretions are due to some lacks in organization and employees' unethical behaviors which are affected from organizational environment (Trevino, Weaver & Reynolds, 2006). Hence, the consideration of the context of organizational environment, enable Victor and Cullen (1987, 1988) to introduce a theory referred as ethical climate theory (ECT) to support the fact that how organizational environment responsible for unethical behavior of employees. This tool was developed due to an urgent need at that time, originated from the belief that organization acts in a society and thus responsible for moral behavior of its representatives.

In past few years, many different cases of ethical transgression in organizations have been observed, particularly those cases which have shown disastrous workplace outcomes, thus highlights the significance of ethical climate theory (ECT) for both research and practice (Fu & Deshpande, 2012; Wang & Hsieh, 2012). Hence Victor and Cullen (1987, 1988) has done a significant effort on ethical work climate, which has contributed a lot in the business related ethics research and has provoked over seventy empirical studies in last thirty years.

Work climate is referred as the formal as well as informal accumulated perceptions of policies, standards and practices, established by the organization (Schneider, 1975, 1983). Many types of organizational work climates has been observed: innovation climates (Klein & Sorra, 1996), justice climates (Liao & Rupp, 2005), safety climates (Zohar, 2010), creativity climates (Mumford et al., 2002), diversity climates (McKay, Avery, & Morris, 2009) etc. All these types of climates impact over the conducts of employees (Tsai & Huang, 2008).

In business, people are considered as the most worthwhile asset of organization. That's why majority of organizations credits their employees' performance and involvement for their success. It has been observed that a lot of employees not only fulfill their well-defined job description but also show willingness to involve in various tasks which are not part of their job responsibilities, just for the intention of organizational prosperity (Kimball & Carl,

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2006). There are three facets of employee work behavior, which are considered very significant for efficient performance of an organization; it includes employee commitment with the organization, the level of performing their appointed duties and innovative behavior (Katz, 1964). Moreover, according to the engagement survey, committed employees displayed greater job performance as compared to uncommitted employees (Mguqulwa, 2008).

Keeping in mind the significance of employee performance for organizational success various assumptions have been proposed. But a huge gap has been observed between what science knows and what businesses practice. Financial benefits are not enough to motivate employees towards positive work attitude; there are other factors that should also be considered like ethical work climate (Seidman, 2012). Various researchers have supported the model that shows positive relationship of ethical work climate with employee performance. While facing any conflict or issue related to ethics, a lot of impact of ethical work climates has been observed on the decision making and behavioral reactions of employees, which is reflected in many employees work related outcomes. Ethical work climate has been observed to have a great impact over employees' behaviors (Wimbush, & Shepard, 1994). It leads to various positive job behaviors (Martin & Cullen, 2006), such as job satisfaction (Wang & Hsieh, 2012), identification (DeConinck, 2011; DeConinck, DeConinck B., & Banerjee, 2013). It also reduces deviant workplace related employee behaviors (Peterson, 2002; Wimbush, Shepard, & Markham, 1997a).

The concept of ethical work climate is referred as values which are the benchmarks through which one can assess behaviors and emotions. Values are based on what is right or wrong, moral or immoral, etc. Ethics and morality both are the kinds of values that are observed in the real world but the difference entails with regards to situation, person and place (O'Reilly & Chatman, 1986). Hence business ethics and morality are referred as the two different dimensions. Ethics are the moral patterns that are either followed in the past or to be followed later on, while morality is termed as primary set of norms, attitudes, customs and beliefs, on which the rules stand to, handle daily situations. Morals are limited to individual views. Contrary to this, ethics are communal values. While morals characterized as the standards shaped by practicing certain morals over the long period (Ram, Khoso, Jamali, & Shaikh, 2009).

Ethics and morals lead to some reaction like emotional expressions, behaviors or actions. Generally emotions are classified into three types ranging from individual to social, each with its own specific features (Poggi & D'Errico, 2011). These emotions are usually a result of social pressures or an individuals' struggle to meet up social standards to protect one's own self-image or social identity, and affect the health of one's social relationships (Castelfranchi & Poggi, 1990). Also, according to a study, psychological climate fosters the positive emotions in employees (Wei-Chi, 2001). And positive emotions in employees lead to corporate identification, whereas workers with negative emotions observed to have low level of organizational identification (Wegge, Schuh & Van Dick, 2012).

Like ethical work climate, organizational identification has been also observed to have important contribution in various employee performances, some of the constructive employees' work related outcomes are listed as satisfaction (Van Dick et al., 2007).

Pakistan comes in the category of developing countries and in many cases it does not possess the essential infrastructure to save its institutions from great damages. It has been observed that a couple of sectors of the corporate world are found to have the necessary resources but still they face minimal satisfaction and lowering service quality from their working employees. A few analysts and managers relate its cause to either with the lack of employees' interest to their work, or with the failure of organizations' efforts to inspire their employees enough to identify them with their work which eventually will lead to positive job attitude and behaviors (Pink, 2009).

The most astonishing reality is that this absence of employees' engagement is not only the issue of developing countries, but this complain has been also observed in most developed nations like UK, Canada, US, China, etc. In spite of their huge administrative efforts, they have failed to obtain the desire results. Seidman (2012) in his work has mentioned a US based company which has been working worldwide, recently conducted a research through the assistance of BCG to find out the reason behind the lack of employees' engagement and negative job attitude in their companies across the globe. Hence the research recommended that when some specific organizational attributes like trust, values and mission are sustained constantly in the organizational climate; that eventually will have led to highly engaged employees. These employees get associated with the values of organization and feel a sense of

identity with it, which eventually leads to positive job attitudes. These employees are the ones who contribute in the success of organizations (Seidman, 2012).

Presently, ethics and values of the organization are admired more by employees than rewards. O'Reilly and Chatman (1986) conducted a study in which values are categorized in to ethics and morals. It's a well-known fact that now the world has changed into a global village and markets have become very competitive, today companies' stock values are based on their social promotions, purchasers' decision to buy a product also affected by social conduct of the producers and employees mostly make their decision that whether to join an organization or not on the basis of its environment (Katzenbach, 2003a). Keeping the context of organizational environment, the concept about ethical work climate has been introduced for the support of this fact that organizational environment responsible for unethical behavior of employees. Many public organizations are facing negative impact of unethical behaviors which cannot be ignored. Research has identified that unethical behavior of employees can be very destructive for the organization. Thus organization should consider the significance attached with the implementation of ethical criterions (Beer et al., 2013). Hence the need to establish ethical behavior among employees is very serious. Among various ways, the best way to inspire and develop their behaviors with respect to ethical values is to evolve an ethical work climate.

Telecom sector of Pakistan has been seen to reforming itself and has begun paying attention to compete globally. Now it's moving with great pace to become matured industry and so many psychological aspects have been playing important role in this industry similar to any matured industry. One of the significant challenges it has been facing from few years is the employees' turnover (Sajjad, Ghazanfar, & Ramzan, 2013).. Research has investigated that employee of telecommunication companies has technically knowledge based job compared to employee working in other fields. Research has discovered greater turnover intention among employees working in this sector due to stress of ethical dilemmas they are confronting (Altaf & Naqvi, 2013; Hussain & Asif, 2012; Shoaib, Noor, Tirmizi, & Bashir, 2009). Telecom sector of Pakistan has been facing alarming problem of employee turnover. Hence it has been observed from prior research that inefficiency of organization in providing an ethical work climate to employees will result in low job satisfaction and high feeling of frustration that will eventually end up to high level of employee turnover (Levy & Dubinsky, 1983; Pierce & Snyder, 2015). Organizational identification is one of the significant variables that contribute in organizations competitive advantage and overall firm performance (Oncer & Yildiz, 2012; Valackiene, 2009). However, dreath of work in determining the relationship of work climate on employees' work related outcomes and identification (Abuzaid, 2014). Therefore, this research study intends to fill this gap by expanding the sphere of the studies done earlier.

Hence, most of the earlier studies regarding ethics of business have been carried out in the context of European and developed nations (DeConinck et al., 2013; Nafei, 2015)and findings may not be generalized to developing countries (Abuzaid, 2014; Koh & Boo, 2001). Most of the Asian countries moving with great pace towards foreign trade, but very inadequate research are present about ethical issues in these countries. The minimal record of literature on ethical work climate concerning the employees' work satisfaction has led this research to widen the scope of literature. Studies have found the change in the attitude of job seekers who are now giving more importance to environment of an organization rather than organizational competence (Prooijen & Ellemers, 2014).

## **Literature review**

### **Ethical Work Climate**

In past few years, researchers have given considerable importance to ethics that emphasize on recognizing and taking decisions that what is right and wrong. It should be considered important for all types of organizations. The term ethics is considered as guidance to take decisions up to some acceptable level. Ethics and norms used for the guidance for human attitudes and behaviors and provide direction to discriminate well from bad (Miesing & Preble, 1985). Alas (2005) has described ethics in terms of those accepted standards that relate to personal as well as social wellbeing. Ethical codes consist of a set of rules and principles that are supposed to be obeyed otherwise it may leads to some damage (Bullock & Panicker, 2003). It has been investigated that various companies have generate a code of ethics with the aim to refrain employees from unethical behavior. However, it has been observed that unethical behavior may still detected in employees even in the presence of code of ethics. Afterwards it was proposed that if a company wants its employees to behave in an ethical manner, then organizational management should put their efforts to create such a climate in which the code of ethics is enforce and practiced (Trevino, 1992).

Researchers has referred ethical work climate as a phenomena that consist of organizational practices while encompassing some ethical situation (Olson, 1998; Hart, 2005). It referred to ethical values and principles which are part of organization's practices. Hence, ethical work climate provides such a framework that helps to improve ethical values and principles, elucidates role ambiguities, and gives a reasonable course to make ethical decision in various unethical circumstances, empowering people to make the most of their works (khan, 2012). Researchers has also referred the term ethical work climate as a common set of practices, beliefs and values regarding proper attitude and behavior in the work setting (Nafei, 2015; Shafer, 2009). Also ethical work climate may describe as examining the morality in context of standards, principles, rule of conduct and moral judgment (Mason, Bearden & Richardson, 1990). According to McDonald (1999), ethical codes are suggested as a framework for the practicing the ethical work climate as they provide ways for understanding organizational expectations. Ferrell and Skinner (1988) in their studies stated that the organizations where ethical codes and principles are practiced, leads to incorporation in employees' working knowledge and higher level of ethical behavior are observed.

Previous research has observed several antecedents of ethical work climate. Researchers have examined various factors that have been observed to affect ethical work climate like personality traits, ethical education, age, gender and organizational career stage (Dickson, Smith, Grojean, & Erhart, 2001). Previous research has hypothesized that ethical work climate precursors: business explicit dynamics, administrative arrangement and social norms (Victor & Cullen, 1987). One of the important antecedents of ethical work climate is social norms; these norms produce an impact in returns to which organizational members and leader reacts. The ethical views of a larger part of society are responsible for majority of organization's ideas about ethical behaviors. A recent research has been found to support this argument, it suggest that different organizations have different level of analysis regarding various ethical decision making depending upon the origin of the country (Jackson, 2000; Victor & Cullen, 1988). A firm specific factor is the third important antecedent of ethical work climate that refers to histories of organization and its individuals. In an organization, a large number of homogenous combinations of socialization are observed (Schneider, 1983; Schneider & Reichers, 1983). Organizational positions vary to each other as they are exposed to different firm related factors. Hence it will be not wrong to say that organizational climate is not homogenous across subunits, jobs types and tenure level of an organization.

### **Employees' Work Satisfaction**

In the history of management literature, the concept of job satisfaction is most widely studied (Wilson, 1996). It is explained as how much employees appreciate their job by considering their emotions, practices and beliefs in portraying the mentality which they shape towards their workplace and employment. Job satisfaction is the employees' positive (or negative) assessment of their jobs and job conditions (Spector, 1997; Weiss, 2002). Job satisfaction is seen as the positive attitudinal response of employees for their assigned jobs (Robbins, 2000). Hence, while defining job satisfaction, one comes across a range of aspects related to satisfactions and dissatisfactions through which an employee encounters at the work settings.

Research has found that Job satisfaction has an influence on both employees as well as organization. On individual level, it may have an effect on burnout (Once, Ozer, & Efe, 2007) and stress (Lambert, Hogan & Griffin, 2007). Organizational level impact of job satisfaction includes organizational commitment (Al-Ajmi, 2006), service quality (Park & Deitz, 2006), empowerment (Hechanova, Alampay, & Franco, 2006) and customer satisfaction (Homburg & Stock, 2004). It is referred as the extent to which an employee feel joy with the job which may varies across employees and is a widely concerned issue in an organization (Nafei, 2015).

### **Organizational Identification as a mediator**

Organization should give consideration to make its employees feel identifiable with the organization in order to achieve its objective. Also it should focus on strengthening the organizational identification because it leads to enhance positive job behavior of employees (Oncer & Yildiz, 2012). It is considered a very significant variable for organizations competitive advantage. And it contributes to overall firm performance. There is a variety of identity states in an organization, with each state leads to different performance ways. If employees do not feel any identity with the organization, then the organization may bear the risk of no survival (Valackiene, 2009). Employees who feel organizational identity are more willing to put their abilities to achieve organization's objective, which leads toward ultimate success of an organization (Katz & Kahn, 1978). Organizational identification has been observed to

have important contribution in various employee performances, some of the constructive employees' work satisfaction (Van et al., 2007).

Research has viewed social identity theory as a significant contribution into the fields of organizational identification (Tajfel & Turner, 1979). According to Tajfel (1978, p. 63) social identity theory individuals have urge to classify themselves into some groups (such as demographic or religious) in order to facilitate their lives (Tajfel, 1978). Classification enables individuals to associate themselves with respect to their social order and play as a guide to their various behaviors and attitudes (Turner, Oakes, Haslam, & McGarty, 1994).

### **Ethical Climate and Satisfaction**

Researches indicated that the norms act as a guideline by organization to assist its sales employees to decrease the possibility of breaching customers and organization expectations which lead towards their self-contention regarding security and comfort of job. Customers believe in intentions of sales employee when he actually works with a high ethical work climate for an organization, such a sales employee is considered more trustworthy and ethical. This assists products promotion by sales representatives to customers, which leads to long-term relationship development with employees. That's why sales employees working for an ethical organization hold a competitive edge in the market scenario (Mulki, Jaramillo, & Locander, 2006). This results in positive impact on salespersons' job satisfaction (Schwepker, 2001).

Inductive reasoning from conceptual perspective, adopts that employees regard their organization because of perception; that their organizations is ethical and so shall be fair to them (Koh & Boo 2001), s a result employees respond with a positive job attitude (such as satisfaction).

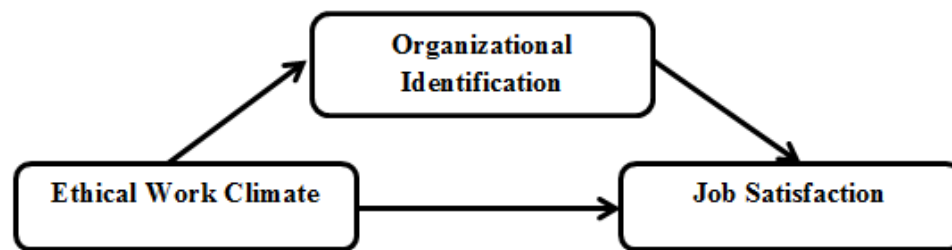
**Hypothesis 1:** Ethical Climate will be significantly positively related to Satisfaction.

### **Ethical Work Climate, Organizational Identification and Employees' Work Related Outcomes**

A recent research by DeConinck et al., (2013) has investigated that the presence of an ethical work climate is linked to the extent to which sales employees identify with their organization. Briggs et al., (2012), in their study have analyzed a sample of sales employees working in the television broadcasting industry, found to have an ethical work climate related positively with the organizational identification of employees. Hence salespersons having high ethical values perception about their organization tend to be more positive in their work attitude. DeConinck (2011), research has also used a salespersons' sample, which observed major positive effect . Organizational identification has been observed to have a positive effect on various important employee work related attitudinal as well as behavioral outcomes such as job satisfaction (Van et al., 2007) and various forms of desirable team behavior (Ricketta & Van Dick, 2005) occur when employees want to be identified with their organization. Hence, in the light of above arguments we assume following hypothesis.

**Hypothesis 2:** the organization's ethical work climate and job satisfaction of employee's relationship will be mediate by Organizational identification of employees such that the relationship will be stronger when organizational identification is high than when Organizational identification is low.

*Figure 2.1*



## Research Methodology

### Participants and Procedures

We collect data from 370 inbound sales employees working in 9 cellular telecommunication companies of Lahore region which are registered and regulated under PTA (Pakistan Telecommunication Authority), a registration body that work in line with government rules and regulations. The respondents of the concerned cellular telecommunication companies were approached through their team leaders and administration department. A permission letter issued by the COMSATS Institute of Information Technology, Lahore was presented to the administration, explaining the purpose of the current study. It was important to ensure the confidentiality of responses for individuals and the organizations alike. Therefore, the necessary instruction and purpose of the study were explained on the first page of the questionnaire. Among the Lahore based cellular telecommunication companies, the inbound sales employees were selected randomly by approaching the middle management personally from the company to provide their perception and views by participating in this research study. Their involvement was voluntary and anonymous.

After Cleaning the data, a total of 285 questionnaires completed in all respects were returned, a response rate of 86%. Out of 273 respondents, 183 male respondents and 90 female. The distribution of respondents with respect to their age. 22.3% respondents aged up to 25, 71.1% respondents aged 26-45, 6.6% respondents aged 46- 55 respectively. The main proportion of respondents lies in the range of 26 - 45 years and nethermost in the range of 46 – 55.No respondent has matriculation level education. 13.2% attained intermediate level education, 63.4% achieved baccalaureate degree level education and 23.4% respondents have master degree level education respectively. 10.3% of respondents have job tenure up to 1 year, 59.3% of 2-5 years, 27.8% of 6-10 years and 2.6% more than 10 years. Hence majority of the respondent have job tenure of 2-5 years while least no of respondents have job tenure greater than 10 years. Majority of the respondents i.e., 89.7% are operational level employees, 5.9% of the respondents have executive level employment and 4.4% of the respondents have administrative level jobs.

### Measures

#### Ethical Work Climate

“Ethical climate refers to the salesperson’s perceptions of the ethical standards that are reflected in the organization’s practices, procedures, norms, and values” (Babin, Boles, & Robin, 2000). Ethical work climate will be measured using the ten-item based on two scales developed by Babin, Boles, and Robin (2000). The first scale measured responsibility/trust that investigate fair treatment with employees and the degree to which they are held accountable for their actions while the second scale measured peer behavior that refers to the extent to which salespeople witness other salespeople behaving unethically and are interested in protecting themselves (DeConinck, DeConinck, B., & Banerjee, 2013). Thus, ethical responses to ethical work climate are anchored on a five (5) point Likert scale for each statement which ranges from (1) for “strongly disagree”, (2) for “disagree”, (3) for “neutral”, (4) for “agree” and (5) “strongly agree”.

#### Organizational Identification

Organizational identification is defined as “the perception of oneness with or belongingness to some human aggregate” (Ashforth and Mael 1989, p. 21). Organizational identification was measured using the six-item scale developed by Mael and Ashforth (1992) which has been used in the recent research study (DeConinck, DeConinck, B., & Banerjee, 2013). Responses to organizational identification are anchored on a five (5) point Likert scale for each statement which ranges from (1) for “strongly disagree”, (2) for “disagree”, (3) for “neutral”, (4) for “agree” and (5) “strongly agree”. Overall organizational identification can be checked by averaging all six items.

#### Job Satisfaction

Job satisfaction for salespeople is defined as "all characteristics of the job itself and the work environment which salesmen find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying" (Churchill, et al., 1974). Factors such as excessive work load, managerial support and salary have been considered as important determinants of job satisfaction researchers agree on a point that increase in job satisfaction will lead toward preservation of staff. Job satisfaction will be measured using a four-item scale which is adopted from Churchill et al. (1974). Responses to job satisfaction are anchored on a five (5) point Likert scale for each statement which ranges from (1) for “strongly

disagree”, (2) for “disagree”, (3) for “neutral”, (4) for “agree” and (5) “strongly agree”. This scale tends to describe overall satisfaction level of respondents. Overall satisfaction can be checked by averaging all four items.

## Results

**Table 1**

*Normality Statistics of All the Variables (N= 273)*

|                | Descriptive Statistics |           |            |           |            |
|----------------|------------------------|-----------|------------|-----------|------------|
|                | N                      | Skewness  |            | Kurtosis  |            |
|                | Statistic              | Statistic | Std. Error | Statistic | Std. Error |
| <b>EWC</b>     | 273                    | -0.255    | 0.147      | -0.310    | 0.294      |
| <b>OI</b>      | 273                    | -0.144    | 0.147      | -0.444    | 0.294      |
| <b>JS</b>      | 273                    | -0.289    | 0.147      | -0.301    | 0.294      |
| <b>TI</b>      | 273                    | 0.061     | 0.147      | -0.408    | 0.294      |
| <b>EC</b>      | 273                    | -0.251    | 0.147      | -0.046    | 0.294      |
| <b>Valid N</b> | 273                    |           |            |           |            |

The values presented in the above mentioned table 1, confirms that the data is normally distributed . The criterion for analyzing the reliability is the value of Cronbach's alpha. It is known as the co-efficient of reliability whose value ranges from 0 to 1, but it is suggested that a higher value near to 1 reflects greater internal consistency of the items.

**Table 2**

*Cronbach's Alpha (N= 273)*

| Variables                            | No. of Items | Alpha Coefficient ( $\alpha$ ) |
|--------------------------------------|--------------|--------------------------------|
| <b>Ethical Work Climate</b>          | 10           | .869                           |
| <b>Organizational identification</b> | 6            | .810                           |
| <b>Job Satisfaction</b>              | 4            | .791                           |

It has been shown from table 2 that all the reliability coefficients are within acceptable ranges and close to '1', which means that all the measures were reliable. For factor analysis all the 36 items of the instrument were loaded into the factor analysis. The result shows that no item was dropped because all the items were found to be above the cut-off value for factor loading that is 0.50 (Brown, 2006). Besides all the assumptions of the factor analysis were also fulfilled with KMO value and Bartlett's test (Williams, Brown & Onsmann, 2010).

**Table 3**

*Inter-item Correlation Analysis*

|                                      | Ethical Work Climate | Organizational Identification | Job Satisfaction |
|--------------------------------------|----------------------|-------------------------------|------------------|
| <b>Ethical Work Climate</b>          | 1                    | .612**                        | .506**           |
|                                      |                      | .000                          | .000             |
| <b>Organizational Identification</b> |                      | 1                             | .658**           |
|                                      |                      |                               | .000             |

**Job Satisfaction**

1

\*\* 0.01 level (2-tailed).

\*. 0.05 level (2-tailed).

According to the results presented in table 3, it has been observed that all constructs possess substantial worth.

**Descriptive Statistics****Table 4***Descriptive Statistics of All Variables (N=273)*

| <b>Variables</b>                     | <b>Min</b> | <b>Max</b> | <b>Mean</b> | <b>S.D</b> | <b>Skewness</b> |
|--------------------------------------|------------|------------|-------------|------------|-----------------|
| <b>Ethical Work Climate</b>          | 2.00       | 5.00       | 3.5894      | .59477     | -0.255          |
| <b>Organizational identification</b> | 1.67       | 5.00       | 3.3681      | .67603     | -0.144          |
| <b>Job Satisfaction</b>              | 2.00       | 5.00       | 3.6016      | .69891     | -0.289          |

Table showed that all the study variables within range .

**Hypothesis Testing****Ethical Work Climate and Job Satisfaction****Table 5***Linear Regression Analysis of Ethical Work Climate and Job Satisfaction (N=273)*

|                                | <b><math>\beta</math></b> | <b>Std. Error</b> | <b>T</b> | <b>Sig.</b> |
|--------------------------------|---------------------------|-------------------|----------|-------------|
| <b>(Constant)</b>              | 1.889                     | .237              | 7.958    | .000        |
| <b>EWC</b>                     | .477                      | .065              | 7.316    | .000        |
| <b>R<sup>2</sup></b>           | .165                      |                   |          |             |
| <b><math>\Delta R^2</math></b> | .162                      |                   |          |             |
| <b>F</b>                       | 53.527                    |                   |          |             |
| <b>Sig.</b>                    | .000                      |                   |          |             |

Note: significance at the 0.05 levels

The value of adjusted R<sup>2</sup> of 0.162 tells that ethical work climate explains a low variance of 16.2% in predicting job satisfaction. It also mentions that 16.2% of the variances predicting job satisfaction (F=53.527, p<.05). One of the studies is of the view that the ethical work climate presence gives employees a chance of moral development in organization, which leads to job satisfaction to a higher level (Ambrose et al., 2008; Schwepker ,2001) Understanding of ethical standards by a sales employee which are the part of an ethical work climate provides a reflection of organization's values, procedures, practices and norms. These norms act as a guideline by organization to assist its sales employees to decrease the possibility of breaching customers and organization expectations which lead towards their self-contention regarding security and comfort of job. Customers believe in intentions of sales employee when he actually works with a high ethical work climate for an organization, such a sales employee is

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considered more trustworthy and ethical. This assists products promotion by sales representatives to customers, which leads to long-term relationship development with employees. That's why sales employees working for an ethical organization hold a competitive edge in the market scenario (Mulki et al., 2006). This results in positive impact on salespersons' job satisfaction (Schwepker, 2001).

**Table 6**

*Linear Regression Analysis of Ethical Work Climate and Organizational Identification (N=273)*

|                | $\beta$ | Std. Error | t      | Sig. |
|----------------|---------|------------|--------|------|
| (Constant)     | .872    | .199       | 4.390  | .000 |
| EWC            | .695    | .055       | 12.730 | .000 |
| R <sup>2</sup> | .374    |            |        |      |
| $\Delta R^2$   | .372    |            |        |      |
| F              | 162.045 |            |        |      |
| Sig.           | .000    |            |        |      |

Note: significance at the 0.05 levels

The results provided in table 19, confirms the hypothesized relationship ( $\beta=.695$ ,  $p=0.00$ ). The ethical work climate explains a variance of 37.2% in predicting organizational identification. It also mentions that 37.2% of the variances predicting organizational identification are explained by this model ( $F=162.045$ ,  $p<.05$ ). Hence salespersons having high ethical values perception about their organization tend to be more positive in their work attitude (Briggs et al., 2012; DeConinck, 2011). Employees develop perception about their organization according to social identity theory. Employees while identifying perceive the organization positively. According to the concept of organizational identification, the relationship between the individuals' ethical values and their organizational identification is found to be prominent (Edwards & Cable, 2009). Employees develop perception about their organization according to social identity theory. When employees identify themselves with the organization, they perceive the organization positively. According to the concept of organizational identification, the individuals' ethical values and identification is found to be related significantly (Edwards & Cable, 2009). Hence, if values of an employee matched with ethical values of an organization; then employee will have greater desire to work there and wanted to be part of it forever.

**Table 7**

*Linear Regression Analysis of Organizational Identification and Job Satisfaction (N=273)*

|                | $\beta$ | Std. Error | t      | Sig. |
|----------------|---------|------------|--------|------|
| (Constant)     | 2.354   | .201       | 11.689 | .000 |
| OI             | .370    | .059       | 6.316  | .000 |
| R <sup>2</sup> | .128    |            |        |      |
| $\Delta R^2$   | .125    |            |        |      |
| F              | 39.889  |            |        |      |
| Sig.           | .000    |            |        |      |

Note: significance at the 0.05 levels

The results provided in table 20, confirms the hypothesized relationship ( $\beta=.370$ ,  $p=0.00$ ). A very low variance of 12.5% in predicting job satisfaction ( $F=39.889$ ,  $p<.05$ ).

**Table 8**

*Mediation of Organizational Identification between Ethical Work Climate and Job Satisfaction (N=273)*

| Path      | Coefficients | s.e. | t      | Sig(two) |
|-----------|--------------|------|--------|----------|
| EWC → OI  | .695         | .055 | 12.730 | .000     |
| OI → JS   | .370         | .059 | 6.316  | .000     |
| EWC → JS  | .477         | .065 | 7.316  | .000     |
| EWC→OI→JS | .181         | .072 | 2.524  | .000     |

As the values of paths 'a' ( $B = .695$ ,  $p < .05$ ), 'b' ( $B = .370$ ,  $p < .05$ ) and 'c' ( $B = .477$ ,  $p < .05$ ) are significant, therefore the presence of mediation in the relationship of ethical work climate and job satisfaction was confirmed. According to the results, organizational identification partially mediated the relationship between ethical work climate and job satisfaction i.e. ( $B = .183$ ,  $p < .05$ ).

**Table 9**

*Sobel's test for Mediation of Organizational Identification between Ethical Work Climate and Job Satisfaction (N=273)*

| Test Statistic (Z) | s.e    | Sig. |
|--------------------|--------|------|
| 2.46555            | 0.0510 | .013 |

The above mentioned Table-24 has shown the test statistic (Z) which is according to the set criterion i.e., above  $\pm 1.96$  and p-value is also significant for  $p < .05$ , which ensures that above mentioned results were significant and organizational identification (OI) partially mediated the relationship beside the effect of organizational identification.

## Conclusion

This study divulges the impact of ethical work climate in creating a sense of organizational identification in sales employees. The study has examined the direct effects of ethical work climate on job satisfaction and organizational identification on job satisfaction. Furthermore, the indirect effects of ethical work climate on job satisfaction and organizational identification partial mediation was observed (Briggs et al., 2012; DeConinck, 2011; DeConinck et al., 2013; Olkkonen & Lipponen, 2006; Stewart et al., 2011; Tsai & Huang, 2008; West & Richter, 2008).

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Precisely, the contemporaneous study emphasizes whether the WBI is a broad and deep-rooted construct and it is quite difficult to fully operationalize it. This provides an inherent limitation to the current research. Secondly, climate and identification are not the only variables which affect the Job satisfaction. Rather there exist numerous other variables which could contribute positively or negatively towards WBI. This dimension demands more research. Thirdly, the sample for this research will be drawn from accountants and auditing firms due to limited time and resources. This may reduce the scope of generalizations of the results of this research project. Fourthly, the validity of the research instrument, in this case, a self-developed survey questionnaire, will be required. Last but not least, the findings of this study cannot be generalized to all sectors. The findings would be limited to current sector only. More investigation with the aim to improve this examination to enhance the research extent. Replication of the study on other sectors of life is required to firm the findings of the work.

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