Arab Journal of
Administrative Sciences

2002, Vol. 9, No. 2, 269 - 290

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CONSEQUENCES OF TOP MANAGEMENT SUPPORT FOR ETHICAL BEHAVIOR: EVIDENCE FROM KUWAITI MANAGERS

Key Words

Managerial Ethics: Procedural Justice; Organizational Commitment; Job Satisfaction.

Abstract

The purpose of this study is to examine the consequences of top management support for ethical behavior. The model tested suggests that top management support for ethical behavior affects organizational commitment by influencing procedural justice, which in turn prompts employees to reciprocate with organizational commitment. Furthermore, the model suggests, based on the study of Viswevaran (1998), that top management support for ethical behavior affects job satisfaction. Results suggest that top management support for ethical behavior is an antecedent of procedural justice, which in turn fully mediates its relationship to organizational commitment. Results also support the notion that top management support for ethical behavior is an antecedent of job satisfaction.

Introduction

The focus on ethical behavior in organizations has dramatically increased throughout the field of management over the past decade (Loe *et al.*, 2000). Many empirical studies have investigated the factors affecting moral judgment and ethical behavior in organizations. The bulk of these studies have focused on identifying individual and organizational determinates of ethical behavior in organizations. The effects of the following individual factors on ethical behavior has been examined: cognitive and moral development (Goolsby and Hunt, 1992), moral philosophy

- Submitted October 2001, Accepted March 2001.
- This research was funded by the Research Administration of Kuwait University, grant # IM01/00.

(Akaah, 1997; Verbeke *et al.*, 1996), gender (Brady & Weeler, 1996, Gabraith and Stephenson, 1993), education and work experience (Kohut and Corriher, 1994), nationality (Zabid and Alsagoff, 1993), intent and moral intensity (Robin *et al.*, 1996).

Empirical studies that have attempted to identify organizational determinates of ethical behavior addressed the following variables: opportunity (Wahn, 1993), codes of ethics (Bruce, 1994), rewards and sanctions (Akaah, 1997); culture and climate (Jones and Hiltebeitel, 1995); significant others (Souter *et al.*, 1994). Review of the empirical literature clearly shows the lack of attention given to the study of consequences of ethical behavior in organizations (Loe *et al.*, 2000).

The purpose of the present study is, first, to test the effect of top management stance on ethics on organizational commitment, by examining the mediating role played by procedural justice in linking top management stance on ethics and organizational commitment. Despite its importance, no published research, to the best of the author s knowledge, has tested the effect of top management s stance on ethics on organizational commitment. The question of why and in what way top management stance on ethics is related to organizational commitment needs to be addressed.

Second, this study attempts to investigate the effect of top management stance on ethics on job satisfaction. Few studies have examined the relationship between top management adherence to ethical behavior and job satisfaction (Viswevaran *et al.*, 1998; Vitell & Davis, 1990). The results of these studies were contradictory. In their study of American managers, Vitell and Davis (1990) found that top management taking a strong stance against unethical behavior can influence job satisfaction in a positive way. However, Viswevaran *et al.* (1998), using a sample of Indian managers, did not find significant correlations between perceived support of top management for ethical behavior and the job satisfaction of employees. They attributed the contradiction between their results and the results of Vitell and Davis (1990) to differences in cultural values between American and Indian managers. Moreover, argued that Indian managers, being from a high power distance society, accepted the ethical decisions of top managers more passively than American managers.

Consequently, Viswevaran and his colleagues called for more future research to test the relationship between top management support for ethical behavior and job satisfaction. Using a sample of Kuwaiti managers and employees, this paper attempts to shed more light on the relationship between top management adherence to ethics and job satisfaction.

Furthermore, by examining top management stance on ethics as a determinate of job satisfaction and organizational commitment, this study provides practioners with valuable information on their quest to increase the efficiency and effectiveness of their organizations. Studies show that employees Job satisfaction is positively related to organizational effectiveness (Ostroff, 1992; Ryan *et al.*, 1996). Studies also show that, in general, there is a negative relationship between job satisfaction and both turnover and absenteeism (Hackett, 1988; Steel and Rentsch, 1995). As with job satisfaction, the research evidence demonstrates negative relationships between organizational commitment and both turnover and absenteeism (Angle and Perry, 1983; Pierce and Dunham, 1987)

Top Management Stance on Ethics, Procedural Justice and Organizational Commitment

To support the notion that procedural justice mediates the relationship between top management support for ethical behavior and organizational commitment, one must first establish that top management support for ethical behavior is an antecedent of procedural justice. The fairness heuristic concept (Lind and Tyler, 1988; Tyler and Lind, 1992) provides support for top management stance on ethics as an antecedent of perceived procedural justice. Lind and Tyler point out that people often use the apparent fairness of the authority as an indicator of whether the authorities decisions are likely to be legitimate. Accordingly, if top management appears to be supporting ethical behavior, employees assume that the directives of top management are just; but if top management appears be unsupportive of ethical behavior, its directives will be questioned by employees. Therefore, fairness heuristic serves as a decision-making tool that replaces a full exploration of the implications and possible motives of each directive of top management (Tyler and Lind, 1992). According to Lind (1992), people use fairness heuristic to form perceptions of fairness when dealing with ambiguous stimuli. Fairness heuristic assumes that perceptions of fairness in one area will influence perceptions of fairness in another area. The perceived top management stance on ethics will influence the perceptions of procedural justice (Thibut and Walker, 1975).

Further evidence to support top management stance on ethics as an antecedent of procedural justice can be found in the organizational justice literature. For instance, Bies (1986) asked MBA students to list the criteria they would use to evaluate the fairness of corporate recruiting procedures. It was found that honesty, courtesy, and respect of rights were among the criteria that students use to evaluate the fairness of corporate recruiting procedures. In a follow up study, Bies (1986) asked another group of MBA students to describe instances of fair and unfair treatment they received during the course of employment interview. Consistent with the first study, the same four elements were again reported.

Similar factors were identified in Tyler s (1988) study on citizens reactions to their dealings with the police and the courts. This survey study found that perceptions of honesty and ethical appropriateness were perceived as being among the most important determinates of the fairness of the treatment they received. These findings were confirmed by Lewicki s (1989) study of MBA students assessments of the fairness of their treatment by instructors. Our discussion to this point leads us to the following hypothesis:

First Hypothesis

Top management support for ethical behavior Will have a positive effect on procedural justice.

To explain why top management support for ethical behavior may affect organizational commitment through procedural justice we invoke the social exchange theory (Blau, 1964). Social exchange refers to the relationships that entail unspecified future obligations. Social exchange relationships are based on individuals trusting that the other parties to the exchange will fairly discharge their obligations in the long run. According to this theory, people seek to reciprocate those who benefit them, given certain conditions. To the extent that their psychological attachment or commitment to an organization is based on receiving something of perceived value, such as procedural justice, people may seek to reciprocate that benefit (e.g., O Reilly and Chatman, 1986). Therefore, top management support for ethical behavior may be related to organizational commitment because perceptions of top management support of ethical behavior affect an employee s general perception that an organization is fair to him or her, and this perception of fairness may prompt the employee to reciprocate with increased organizational commitment.

In order to determine whether procedural justice mediates the relationship between top management support for ethical behavior and organizational commitment, the following hypothesis will be tested:

Second Hypothesis.

Procedural justice will mediate the relationship between top management support for ethical behavior and organizational commitment

Top Management Stance on Ethics and Job Satisfaction

Job satisfaction is another possible consequence of top management support for ethical behavior. Using a sample of management information system professionals, Vitel and Davis (1990} examined the relationship between unethical behavior in one s organization and the following dimensions of job satisfaction: satisfaction with pay, satisfaction with promotions, satisfaction with co-worker, satisfaction with supervision, and satisfaction with the work itself. Their findings showed that all dimensions of job satisfaction were negatively correlated with perceptions of unethical behavior within one s company, although only supervisor, co-worker, and satisfaction with work itself showed significant correlations.

Using cognitive dissonance theory (Festinger, 1957), Viswevaran *et al.* (1998) provided an explanation for the possible affect of top management support for ethical behavior on job satisfaction. Cognitive dissonance refers to incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behavior and attitudes. According to cognitive dissonance theory, form of inconsistency is uncomfortable and that individuals will attempt to reduce the dissonance and, hence, the discomfort. Viswevaran *et al.* (1998) argued that since most individuals strive to be ethical and successful, a positive relationship between the individual and perceptions of success and perceptions of support for ethical behavior. To the extent that top management reflects success to employees, a dissonance will occur if there was a perception that top managers in an organization do not support ethical behavior. This dissonance will lead to dissatisfaction with current conditions in the workplace. Viswevaran *et al.* continued to argue that since top management is likely to serve as referent group in most organizations, the discrepancy between internal standards of ethics and perceived top management support for ethical behavior may lead to a moral conflict (Dozier and Miceli, 1985) which will result in cognitive dissonance. Cognitive dissonance, in turn, will negatively affect various facets of job satisfaction. This prediction leads to the following hypotheses

Third Hypothesis.

Top management support for ethical behavior will have a positive effect on job satisfaction with pay.

Fourth Hypothesis.

Top management support for ethical behavior will have a positive effect on job satisfaction with supervision.

Fifth Hypothesis.

Top management support for ethical behavior will have a positive effect on job satisfaction with promotions.

Sixth Hypothesis.

Top management support for ethical behavior will have a positive effect on job satisfaction with work.

Seventh Hypothesis.

Top management support for ethical behavior will have a positive effect on job satisfaction with co-worker.

Methods

Sample

A simple random sampling technique was employed to gather data from employees in three organizations located in the state of Kuwait: two privately owned financial services organizations and a government owned service oriented organization. Six hundred selected employees from the three organizations were surveyed and 90% of them responded. The final sample (N = 483) represented approximately 30% of the total number of employees in each organization. Forty seven percent of the respondents were females. The mode age of the respondents was between 30 and 40 years, and their mode tenure was between 5 and 10 years. Thirty three percent of the respondents held a supervisory position (See Table 1 for details).

Table 1
Characteristics of the Sample (N = 483)

		Frequency	Percent
Gender:	Male	254	52.6
	Female	229	47.4
Nationality:	Kuwaiti	359	74.3
	Non-Kuwaiti	124	25.7
Tenure (yrs)	Less than 5	126	26.1
	5 to 10	248	51.3
	11 to 15	65	13.5
	more than 15	44	9.1
Salary (K.D.)	Less than 450	67	13.6
	450 to 750	240	49.7
	751 to 1050	122	25.3
	more than 1050	54	11.2
Age (yrs)	Less than 30	133	27.5
	30 to 40	249	51.6
	41 to 50	91	18.8
	more than 50	10	2.1
Position:	Supervisory	161	33.3
	Non-Supervisory	322	66.7
Organization:	Public	223	46.2
	Private	260	53.8

To ensure respondents objectivity, the surveys were anonymous. Subjects were promised to keep their personal information confidential. A random code was assigned to each survey questionnaire for follow-up purposes. Subjects were promised that the survey list and numbers would be destroyed after completion of the study.

Since most of the respondents did not have a good command of English, the questionnaire was administered in English and in Arabic. In order to check consistency between the English and Arabic versions of the questionnaire, the process of back-translation was used. The back-translated questionnaire was found to be consistent with the original one. The English version of the items used in the questionnaire is shown in Table 3, and the Arabic version of the items is shown in Appendix 1.

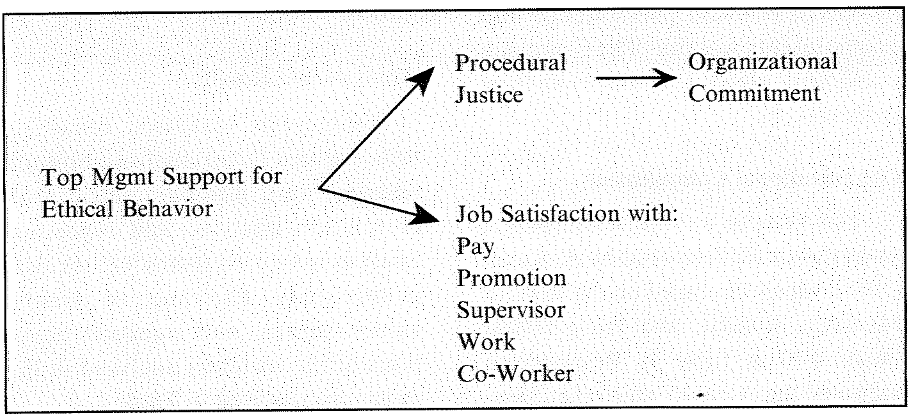
Measures

Presented in Figure 1 are the research variables which include the following: top management support for ethical behavior, procedural justice, organizational commitment, job satisfaction with pay, job satisfaction with promotions, job satisfaction with supervisors, job satisfaction with work itself, and job satisfaction with co-worker. The methods that are used to measure each of these variables are as follows:

Top Management Support for Ethical Behavior

This variable was measured using a three-item scale that was originally developed and tested by Hunt, Chonko, and Wilcox (1984) (Items 1-3 in Table 3). The scale was further validated by subsequent studies (Vitel and Davis, 1990; Viswevaran, Deshpande,

Figure 1
Research Model



and Joseph 1998). One of the scale items (item # 3) provides a standard definition of ethical (unethical) behavior in the organizational context. This scale item is expected to provide a common framework for organizational ethical behavior to all the respondents to the questionnaire. Those scoring high on this scale perceive that top management strongly supports ethical behavior, and those who score low perceive that top management does not support ethical behavior. To assess the reliability of this scale, the Cronbach coefficient alpha reliability analysis was performed. Results indicate that the scale has an alpha coefficient of .83.

Procedural Justice

A four-item scale developed by D. McFarlin and P. Sweeney (1992) was used to measure procedural justice (items 31-34 in Table 3). Respondents indicated the extent to which the general procedures used to communicate performance feedback, determine pay increases, evaluate performance and promotability was fair. The Cronbach coefficient alpha for this four-item scale was .91.

Organizational Commitment

This variable was measured using a seven item scale developed by A. Katab (1988), which was based on the work of Modway, Kendal, and Hunt (1979) (items 4-10 in Table 3). Respondents indicated the extent to which they identify with their organization, and their desire to exert higher levels of effort and continue working for the organization. The Cronbach coefficient alpha for this seven-item scale was .90.

Job Satisfaction

The Managerial Job Satisfaction Questionnaire developed by Cellucci and DeVries (1987) and later abbreviated by Vitell and Davis (1990), was used to measure five different dimensions of job satisfaction. The five dimensions of job satisfaction were measured using four separate items per dimension as follows: (1) job satisfaction with pay (items 11-14 in Table 3), (2) job satisfaction with promotions (items 15-18), (3) job satisfaction with supervisors (items 19-22), (4) job satisfaction with work itself (items 23-26), and (5) job satisfaction with co-workers items (27-30). The Cronbach coefficient alpha for each dimension are as follows: (1) job satisfaction with pay .84, (2) job satisfaction with promotions .83, (3) job satisfaction with supervisors .85, (4) job satisfaction with work .83, and (5) job satisfaction with co-workers .85.

Analysis and Results

Descriptive statistics, reliability tests, rotated factor analysis, multiple response test, non-parametric tests, correlation analysis, and regression analysis were used to analyze the data in this study. The range of possible values, means, and standard deviations of the variables analyzed in this paper are reported in Table 1.

Table 2
Descriptive Statistics (N = 483)

Variable	Min.	Max	Mean	Std. Deviation
Top Management Support	3	15	8.62	3.50
Procedural Justice	4	20	11.66	4.65
Organizational Commitment	7	35	20.08	7.23
Job Satisfaction with				
Pay	4	20	11.53	3.92
Promotion	4	20	11.51	3.62
Supervisor	4	20	11.98	4.05
Work	4	20	12.49	4.13
Co-Worker	4	20	12.33	3.84

All variables have been screened using factor analysis to assess the amount of variations explained by each factor. Hence, factor scores were computed and stored to be used in subsequent analysis. Factor loadings and percentage of total variance explained by each rotated factor are reported in Table 3. Based on the results of this analysis, one factor was accepted for each variable. It should be noted here that factor with eigenvalue less than one was deleted.

Table 3
Factor Analysis of the Variables Items

	Loading	Eigen values	% of Variance
Factor name: Top Management Support for Ethical Behavior (3 items)		**2.23**	**74.36**
1. Top management in this organization has let it be known in no uncertain terms that unethical behavior will not be tolerated.	.91		
2. Top managers in this organization should have higher ethical standards than they do now.	.77		
3. If a manager in this organization is discovered to have engaged in unethical behavior that results primarily in personal gain rather than corporate gain, he will be promptly reprimanded.	.88		
Factor name: Organizational Commitment (7 items)		**4.57**	**65.29**
4. I am willing to put in a great effort to help this organization be successful.	.82		
5. I always accept any work assigned to me by this organization.	.85		
6. I feel proud of working in this organization.	.70		
7. I quit my job in this organization only in exceptional circumstances.	.83		
8. If I was offered a job in another organization with a higher pay, I will leave this organization immediately.	.74		
9. My job in this organization was the best offer I had.	.84		

cont. Table 3
Factor Analysis of the Variables Items

	Loa-ding	Eigen values	% of Variance
10. The work environment in this organization helps me exert maximum effort.	.83		
Factor name: Job Satisfaction with Pay (4 items)		**2.70**	**67.54**
11. This organization pays better than competitors.	.79		
12. My pay is adequate considering the responsibilities I have.	.82		
13. I am underpaid for what I do.	.79		
14. My fringe benefits are generous.	.87		
Factor name: Job Satisfaction with Promotion (4 items)		**2.66**	**66.61**
15. I do not like the basis on which this organization promotes people.	.86		
16. Promotions are infrequent in this organization.	.83		
17. If I do a good job, I am likely to get promoted.	.73		
18. I am satisfied with my rate of advancement.	.81		
Factor name: Job Satisfaction with Supervisor (4 items)		**2.75**	**68.85**
19. The managers I work for back me up.	.85		
20. The managers I work for are top notch.	.86		
21. My superiors do not listen to me.	.72		
22. Management does not treat me fairly	.86		
Factor name: Job Satisfaction with Work (4 items)		**2.68**	**67.07**
23. My job is interesting.	.83		
24. I feel good about the amount or responsibility in my job.	.80		
25. I would rather be doing another job.	.77		
26. I get a little sense of accomplishment from doing my job.	.86		
Factor name: Job Satisfaction with Co-Worker (4 items)		**2.75**	**68.87**
27. The people that I work with do not give enough support.	.82		
28. When I ask people to do things the job gets done.	.80		
29. I enjoy working with the people here.	.80		
30. I work with responsible people here.	.88		
Factor name: Procedural Justice (4 items)		**3.18**	**79.51**
31. The general procedures used to evaluate performance in this organization are fair.	.89		
32. The general procedures used to evaluate promotability in this organization are fair.	.85		
33. The general procedures used to determine pay increases in this organization are fair.	.90		
34. The general procedures used to communicate performance feedback in this organization are fair.	.91		

Table 4
Multiple Response Technique

Variables	Percentage of Responses				
	Very Negative	Negative	Neutral	Positive	Very Positive
Top Mgmnt. Support for Ethical Behavior	19	27.2	17.1	20.9	15.8
Organizational Commitment	17.8	24.1	24.5	20.6	13
Job satisfaction with					
Pay	13.7	27.8	24.8	24	9.7
Promotion	11.9	26.4	30	25.4	6.3
Supervisor	14.7	21.6	23.2	30.5	10
Work	11.3	23.2	24.7	23.2	17.5
Co-worker	11	19.9	30.8	26.6	11.7
Procedural Justice	16.3	27.4	18.7	24	13.7

The multiple response technique reported in Table 4, show respondents attitudes toward various issues included in this study. Considering all items affecting each one the variables, the majority of the respondents had negative attitudes pertaining to top management support for ethical behavior in their organizations (46.2%), organizational commitment (41.9%), job satisfaction with pay (41.5%), job satisfaction with promotion (38.3%), and procedural justice (43.7%). On the other hand, most of the respondents had positive attitudes pertaining to job satisfaction with supervisor (40.55%), job satisfaction with work (40.8%), and job satisfaction with co-worker (38.3%). However, detailed results are presented in Table 4.

To ensure the insensitivity of the response to changes in demographical characteristics, non-parametric tests were conducted to test of significant differences in responses within these characteristics. Specifically, given their general potential to inflate or suppress the particular outcome variables used in this study (Staines, Pottick, and Fudge 1986), five demographical characteristics: gender, tenure, salary, age, and job type were tested for.

The results, reported in Tables 5, reveal that there are no significant differences between different categories of gender, tenure, salary, age, and job type in the attitudes toward top management support for ethical behavior, organizational commitment, facet-specific job satisfaction, and procedural justice.

To study the degree of association between different research variables, measure of correlations was computed and tested for significance.

Table 5
Results of Mann-Whitney and Kruskal-Wallis Tests

	Mann-Whitney P-values		Kruskal-Wallis Test P-values		
	Gender	Job	Tenure	Salary	Age
Top Management Support	.39	.76	.43	.63	.29
Organizational Commitment	.82	.68	.43	.64	.18
Satisfaction- Pay	.77	.31	.17	.59	.46
Satisfaction Promotion	.95	.44	.33	.65	.36
Satisfaction- Supervisor	.32	.50	.31	.66	.41
Satisfaction- Work	.58	.45	.88	.24	.14
Satisfaction- Co-Worker	.94	.19	.39	.54	.81
Procedural Justice	.82	.75	.32	.40	.18

Table 6 presents correlations and reliability coefficients, where applicable, for all research variables. The results indicate that top management support for ethical behavior is significantly associated with procedural justice, organizational commitment, and the five facets of job satisfaction.

Regression analysis: hypotheses were tested using simple and multiple regression analysis. As indicated in Table 7, top management support for ethical behavior explained 41% of procedural justice variations. These findings support the claim in the first hypothesis.

To justify the second hypothesis, a series of regression analyses were performed. Results in Table 8 show that top management support for ethical behavior explains 39% of variations in organizational commitment while procedural justice accounts for 36% of the

Table 6
Spearman s Correlations Coefficients and Reliabilities

	2	3	4	5	6	7	8	Rel.
1. Top Mgmt. Support	.64*	.61*	.62*	.58*	.65*	.61	.53*	.83
2. Procedural Justice		.57*	.67*	.64*	.63*	.59*	.55*	.91
3. Org. Commitment			.58*	.64*	.57*	.59*	.50*	.91
Job Satisfaction with								
4. Pay				.68*	.66*	.58*	.52*	.84
5. Promotion					.64*	.62*	.49*	.83
6. Supervisor						.64*	.58*	.85
7. Work							.49*	.83
8. Co-Worker								.85

* Correlation is significant at the .01 level (2-tailed)

Table 7
Regression Analysis Results

Independent Variable	Dependent Variable	R	R Adjusted	Sig.
Top Management Support for Ethical Behavior	Procedural Justice	.40	.40	.00

variations in organizational commitment. Together, top management support for ethical behavior and procedural justice explain 46% of the variations in organizational commitment. These results reveal that the moderating affect of procedural justice accounts for 7% of the variations in organizational commitment and thereby confirming the second hypothesis.

Multiple regression analysis was also used to test the effect of top management support on components of job satisfaction. Results in Table 9 indicate that top management support ethical behavior explains significant amount of variations in job satisfaction with pay (R = .36), job satisfaction with promotion (R = .33), job

Table 8
Regression Analysis Results

Independent Variable	Dependent Variable	R Adjusted	R	Sig.
Top Management Support for Ethical Behavior	Organizational Commitment	.39	.39	.00
Procedural Justice	Organizational Commitment	.36	.36	.00
Top Management Support for Ethical Behavior	Procedural Justice Organizational Commitment	.46	.46	.00

Table 9
Regression Analysis Results

Independent Variable	Dependent Variables	R Adjusted	R	Sig.
Top Management Support for Ethical Behavior	Job Satisfaction with			
	Pay	36	.36	.00
	Promotion	.32	.32	.00
	Supervisor	.44	.44	.00
	Work	.34	.33	.00
	Co-worker	.26	.26	.00

satisfaction with supervisor (R = .45), job satisfaction with work (R = .34), and job satisfaction with co-worker (R = .26). These results confirm the third, fourth, fifth, sixth, and seventh hypothesis.

Discussion and Conclusions

The first major purpose of this study was to examine whether top management support for ethical behavior affects organizational commitment by influencing the degree to which an employee perceives organizational procedures to be fair, and whether this perception of fairness prompts the reciprocation of organizational commitment. Results of this research offer support to the research proposition that top management support for ethical behavior positively affected procedural justice and procedural justice, in turn, positively affected organizational commitment.

The second major purpose of this study was to investigate the effects of top management support for ethical behavior on five facets of job satisfaction. The findings suggested that top management support for ethical behavior positively affected job satisfaction with pay, promotion, supervisor, work, and co-worker.

These findings lend support to the notion that top managers value fairness, and perceptions of fairness bring organizational commitment. These results build on the work of previous researchers who demonstrated that organizations and their leaders influence employee behavior. For instance, an organization s ethical values predict employees commitment to the organization (Hunt, Wood and Chonko, 1989). Employees perceptions of procedural justice are related to commitment (Low and Vodanovich, 1995; Fritz, Arnett, and Conkel, 1999). Indices of employees assessments of procedural justice are significantly related to such key measures as their trust in management, intention to job turnover, evaluation of their supervisor, conflict/harmony, and job satisfaction (Alexander and Ruderman, 1987).

The results also lend support to the propositions of fairness heuristic theory (Tyler and Lind, 1992), social exchange (Blau, 1964), and cognitive dissonance theory (Festinger, 1957). The findings demonstrated the effect of leaders attitudes on employees perceptions of procedural justice. Employees may consider their leader the key representative of the organizational justice process because of his/her frequent contact with them.

The results of the present study are congruent with research in organizational justice, which suggests that fairness of a firm s procedures have a significant impact on organizational commitment, because procedures define the organization s capacity to treat employees fairly. Thus, if they see procedures as fair, employees may view the organization positively (Folger and Konovsky, 1989; Konovsky *et al.*, 1987).

Limitations of the Study

The first limitation of the current study is on the generalization of the findings. The sample used in this study was a group of Kuwaiti managers. Managers from other countries or cultures might or might not respond in similar fashion. In order for the findings to be more generalized in examining the consequences of top management support for ethical behavior, this study should be replicated with other Arab managers and other managers in general.

The second limitation of this study is on the measurement of procedural justice. In measuring procedural justice, the current study used survey items that asked employees to respond to items that ask whether something is generally fair. When focusing on fairness of procedures, the researcher assumed that employees consider fairness to themselves. This might not be an accurate assumption. As Welbourne (1998) pointed out, employees might think about whether a procedure is fair to them or fair to the overall employee population. The reference might have an impact on their response and ultimately on the relation to their evaluation of fairness with attitudinal and behavioral outcomes. Therefore, there is need to reevaluate the way with which procedural justice is measured. Another measurement limitation is that for various constructs of research interest such as top management support for ethical behavior, organizational commitment, and job satisfaction; validated scales have been used rather than standardized scenarios. Future research on this topic may incorporate a scenario approach to provide more standardized measurement procedures.

Theoretical Implications

Even with this limitation, the current study, in the researchers opinion, achieved its purpose. First, this study offered an explanation of why top management support for ethical behavior may affect organizational commitment. The apparent mechanism is that perceptions of top management support for ethical behavior affect the degree to which employees perceive organizational procedures to be fair, and this perception of fairness creates a climate in which the employees are likely to reciprocate with organizational commitment.

Second, this study supported the role of top management support for ethical behavior as an antecedent of job satisfaction. Although other possible antecedents were not tested, the researcher suggest that actions designed to promote top management support for ethical behavior may be useful in influencing employees perceptions of procedural justice.

Third, this study integrated two important issues for organizations: ethics and justice. Both of these issues represent critical lines of inquiry for organizational researchers.

The research results pointed out the importance of top management support for ethical behavior in organizations. Including top management support for ethical behavior in models of job satisfaction and organizational commitment enables a more precise targeting of intervening strategies than had previously been possible.

Implications for Managers

This study also has important implications for managers concerned with the high economic cost of obtaining and retaining a committed workforce The results clearly supported the notion that managers have some control over employees perceptions of procedural justice and, therefore, may be able to affect organizational commitment. If managers can apply rules fairly and consistently to all employees without personal bias, then employees will have a positive perception of procedural justice, which, in turn, leads to a higher organizational commitment.

Similarly, the results indicate that top management stance on ethics has a significant impact on employees job satisfaction. When top management was perceived as strongly supporting ethical behavior, employees tended to be much more satisfied with their pay, promotion, supervisor, work, and coworker. This implies that top management can go a long way toward enhancing job satisfaction by taking a very positive stance against unethical behavior. Managers may appreciate the degree to which they can influence important work attitudes, such as organizational commitment and job satisfaction, through their support for ethical behavior.

Directions for Future Research

A basic direction for future research is to determine whether personal and organizational outcomes rather than those examined here and in previous research will yield similar predictive patterns for top management support for ethical behavior. For example, does top management stance on ethics influence employees ethical behavior? Previous studies have focused mainly on investigating the affects of Significant others (within the organization) on ethical decisions of their co-workers and peers (Loe *et al.*, 2000). More research is needed to study top management support for ethical behavior as an antecedent of employee s ethical decision- making.

Another extension of this work might be to assess to what extent the consequences of top management support for ethical behavior are universal or culture specific. —Although this research, by using a sample from Kuwait, contribute to the resolution of this issue, more studies are needed to establish the universality of the effects found. To address this issue, later studies should try to expand their base of respondents to include representation of different cultural backgrounds.

AKnowledgments

This researcher extends his gratude to the Research Department at Kuwait University for funding this research under the number Im01/00.

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PPENDIX 1
Questionnaire (Arabic)

أولا: ضع / ضعي دائرة حول الحرف الدال على العبارة التي تتفق مع وضعك

1 الجنس أ. ذكر ب. أنثى

2. الجنسية أ. كويتي ب. غير كويتي

3. مدة الخدمة في المنظمة الحالية :

أ. أقل من 5 سنوات ب. 5 إلى 10 سنوات

ج. 11 إلى 15 سنه د. أكثر من 15 سنة

4. إجمالي الراتب

أ. أقل من 450 دينار ب. 450 إلى 750 دينار

ج. 51 إلى 1050 دينار د. أكثر من 1050 دينار

5. العمر أ. أقل من 30 سنة ب. من 30 إلى 40 سنة

ج. من 41 إلى 50 سنة د. أكثر من 50 سنة

6. طبيعة الوظيفة أ. إشرافية ب. غير إشرافية

ثانيا: يرجى إبداء رأيك في العبارات التالية وذلك بوضع دائرة حول الرقم الدال على العبارة التي تتفق مع رأيك

	العبارة	أوافق بشدة	أوافق	لا أدرى	لا أوافق	لا أوافق بشدة
7	الإدارة العليا في هذه المنظمة قد جعلت من المعلوم بما لا يدع مجالا للشك أن السلوك الغير أخلاقي لن يتم تحمله في المنظمة.	5	4	3	2	1
8	يجب أن يكون لدى الإدارة العليا في هذه المنظمة معايير أخلاقية أعلى مما لديها حاليا.	1	2	3	4	5
9	إذا وجد أن أحد المدراء في هذه المنظمة يمارس سلوكا غير أخلاقيا ينتج عنه تحقيق مصالح شخصيه، مفضلا ذلك على تحقيق أهداف المنظمة، فإنه يعاقب فورا.	5	4	3	2	1
10	أشعر بأنني أرغب في بذل مجهود كبير لتحقيق النجاح لهذه المنظمة.	5	4	3	2	1
11	دائما أقبل أي عمل أكلف به من قبل هذه المنظمة.	5	4	3	2	1
12	أشعر بالفخر للعمل في مكاني الحالي.	5	4	3	2	1
13	لا أفكر في ترك العمل إلا لظروف استثنائية.	5	4	3	2	1
14	إذا عرض على العمل في مكان آخر فسوف أترك العمل في هذه المنظمة فورا.	1	2	3	4	5
15	يعتبر عملي في هذه المنظمة أفضل فرصة اختيار عرضت علي.	5	4	3	2	1

PPENDIX 1
Questionnaire (Arabic)

أولا: ضع / ضعي دائرة حول الحرف الدال على العبارة التي تتفق مع وضعك

1 الجنس أ. ذكر ب. أنثى

.2 الجنسية أ. كويتي ب. غير كويتي

.3 مدة الخدمة في المنظمة الحالية :

أ. أقل من 5 سنوات ب. 5 إلى 10 سنوات

ج. 11 إلى 15 سنه د. أكثر من 15 سنة

.4 إجمالي الراتب

أ. أقل من 450 دينار ب. 450 إلى 750 دينار

ج. 51 إلى 1050 دينار د. أكثر من 1050 دينار

.5 العمر أ. أقل من 30 سنة ب. من 30 إلى 40 سنة

ج. من 41 إلى 50 سنة د. أكثر من 50 سنة

.6 طبيعة الوظيفة أ. إشرافية ب. غير إشرافية

ثانيا: يرجى إبداء رأيك في العبارات التالية وذلك بوضع دائرة حول الرقم الدال على العبارة التي تتفق مع رأيك

	العبارة	أوافق بشدة	أوافق	لا أدرى	لا أوافق	لا أوافق بشدة
7	الإدارة العليا في هذه المنظمة قد جعلت من المعلوم بما لا يدع مجالا للشك أن السلوك الغير أخلاقي لن يتم تحمله في المنظمة.	5	4	3	2	1
8	يجب أن يكون لدى الإدارة العليا في هذه المنظمة معايير أخلاقية أعلى مما لديها حاليا.	1	2	3	4	5
9	إذا وجد أن أحد المدراء في هذه المنظمة يمارس سلوكا غير أخلاقيا ينتج عنه تحقيق مصالح شخصيه، مفضلا ذلك علي تحقيق أهداف المنظمة، فإنه يعاقب فورا.	5	4	3	2	1
10	أشعر بأنني أرغب في بذل مجهود كبير لتحقيق النجاح لهذه المنظمة.	5	4	3	2	1
11	دائما أقبل أي عمل أكلف به من قبل هذه المنظمة.	5	4	3	2	1
12	أشعر بالفخر للعمل في مكاني الحالي.	5	4	3	2	1
13	لا أفكر في ترك العمل إلا لظروف استثنائية.	5	4	3	2	1
14	إذا عرض على العمل في مكان آخر فسوف أترك العمل في هذه المنظمة فورا.	1	2	3	4	5
15	يعتبر عملي في هذه المنظمة أفضل فرصة اختيار عرضت علي.	5	4	3	2	1

Appendix 1
(Continued)

	العبارة	أوافق بشدة	أوافق	لا أدرى	لا أوافق	لا أوافق بشدة
16	يساعدني جو العمل في هذه المنظمة على بذل أقصى ما أستطيع من مجهود.	5	4	3	2	1
17	الأجر الذي تدفعه لي هذه المنظمة أعلى من الأجر الذي تدفعه المنظمات المنافسة.	5	4	3	2	1
18	يتناسب الأجر الذي أحصل عليه مع حجم مسئولياتي الوظيفية.	5	4	3	2	1
19	الأجر الذي أحصل عليه أقل مما أستحق في مقابل العمل الذي أؤديه.	1	2	3	4	5
20	الميزات العينية التي أحصل عليها سخية (وافرة)	5	4	3	2	1
21	لا أحب الأساس الذي تتم عليه الترقية في هذه المنظمة.	1	2	3	4	5
22	الترقيات نادرة في هذه المنظمة.	1	2	3	4	5
23	إذا أديت عملا جيداً، فأنه من المرجح أن تتم ترقيتي.	5	4	3	2	1
24	أنا راض عن معدل تقدمي في هذه المنظمة.	5	4	3	2	1
25	ألقى الدعم من المد راء الذين أعمل لديهم.	5	4	3	2	1
26	المدراء الذين أعمل لديهم يعتبرون من الطراز الأول	5	4	3	2	1
27	رئيسي لا يستمع إليّ.	1	2	3	4	5
28	الإدارة لا تعاملني بشكل عادل.	1	2	3	4	5
29	وظيفتي مثيرة للاهتمام.	5	4	3	2	1
30	أشعر جيدا بالنسبة لحجم مسئولياتي الوظيفية.	5	4	3	2	1
31	أفضل أن أؤدي وظيفة أخرى.	1	2	3	4	5
32	أحصل على شعور ضئيل بالإنجاز كنتيجة لأدائي وظيفتي.	1	2	3	4	5
33	الأشخاص الذين أعمل معهم لا يمنحوني المساعدة الكافية.	1	2	3	4	5
34	يتم إنجاز الأعمال حين أطلب من الآخرين إنجازها.	5	4	3	2	1
35	أستمتع بالعمل مع الأشخاص في هذه المنظمة.	5	4	3	2	1
36	الأشخاص الذين أعمل معهم لديهم إحساس بالمسئولية.	5	4	3	2	1
37	الإجراءات المستخدمة في تقييم الأداء في هذه المنظمة عادلة.	5	4	3	2	1
38	الإجراءات المستخدمة في تقييم أحقية الموظف في الترقية في هذه المنظمة عادلة.	5	4	3	2	1
39	الإجراءات المستخدمة في تحديد العلاوات والمكافآت في هذه المنظمة عادلة.	5	4	3	2	1
40	الإجراءات المستخدمة في توصيل معلومات مرتدة عن الأداء في هذه المنظمة عادلة.	5	4	3	2	1

الملخص

نتائج دعم الإدارة العليا للسلوك الأخلاقي: دراسة تطبيقية على مديرين كويتيين

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استهدفت الدراسة تحديد نتائج دعم الإدارة العليا للسلوك الأخلاقي في المنظمات الكويتية. ويفترض النموذج الذي تم اختباره أن دعم الإدارة للسلوك الأخلاقي يؤثر في الولاء التنظيمي للعاملين، وذلك من خلال تأثيره على إحساسهم بالعدالة الإجرائية، وهو ما يؤدي بالعاملين إلى المبادلة بالمثل من خلال رفع مستوى ولائهم التنظيمي. كما يفترض النموذج أيضا - بناء على دراسة (1998) Viswevaran - أن دعم الإدارة العليا للسلوك الأخلاقي يؤثر في الرضا الوظيفي للعاملين. وقد بينت نتائج الدراسة أن دعم الإدارة العليا للسلوك الأخلاقي يعد من محددات العدالة الإجرائية وأن العدالة الإجرائية تتوسط العلاقة بين دعم الإدارة العليا والولاء التنظيمي. كما بينت النتائج أيضا أن دعم الإدارة للسلوك الأخلاقي يعد من محددات الرضا الوظيفي.

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