

T.C. MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
KAMU YÖNETİMİ ANA BİLİM DALI
HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT BİLİM DALI

**THE INFLUENCE OF INSTITUTIONALIZATION
OF ETHICS ON JOB SATISFACTION AND
ORGANIZATIONAL JUSTICE**

Yüksek Lisans Tezi

AYŞE ÜSTÜNOLDU KANDEMİR

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Danışmanı: DOÇ. DR. REFİKA BAKOĞLU DELİORMAN

İstanbul, 2010

Marmara Üniversitesi
Sosyal Bilimler Enstitüsü Müdürlüğü

Tez Onay Belgesi

KAMU YÖNETİMİ Anabilim Dalı HUMAN RESOURCES MAN.& DEV. Bilim Dalı Yüksek Lisans öğrencisi AYŞE KANDEMİR nin THE INFLUENCE OF INSTITUTIONALIZATION OF ETHICS ON JOB SATISFACTION AND ORGANIZATIONAL JUSTICE adlı tez çalışması ,Enstitümüz Yönetim Kurulunun 07.06.2010 tarih ve 2010-10/23 sayılı kararıyla oluşturulan jüri tarafından oybirliğiyle Yüksek Lisans Tezi olarak kabul edilmiştir.

Öğretim Üyesi Adı Soyadı

İmzası

- Tez Savunma Tarihi : 06.07.2010
- 1) Tez Danışmanı : DOÇ. DR. REFİKA BAKOĞLU DELİORMAN
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ACKNOWLEDGEMENTS

The author wishes to express her gratitude to her thesis advisor, Assoc. Prof. Refika Bakođlu Deliorman, who has encouraged her for writing this thesis, and always trusted her.

The author would like to thank her husband, Hasan for his support and especially for his endless patient and encouragements. Finally, the author would like thank to her dear father, Bayram Üstünoldu, who has always believed in her.

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Anahtar Kelimeler:	Etik, Etiğin Kurumsallaşması, İş Tatmini, Örgütsel Adalet

ÖZET

ETİĞİN KURUMSALLAŞMASININ İŞ TATMİNİNE VE ÖRGÜTSEL ADALETE OLAN ETKİSİ

Bu çalışma, Ar-Ge firmalarındaki etiğin kurumsallaşma düzeyinin çalışanların iş tatminine ve örgütsel adalete olan etkisini araştırmaktadır. Önceki sınırlı sayıdaki çalışmalar, etiğin kurumsallaşmanın iş tatmini ve örgüte bağlılık gibi değişkenlerle ilişkisini özellikle pazarlama sektöründe incelemiştir. Bu çalışmada ise etiğin kurumsallaşması ilk kez örgütsel adalet değişkeni ile bir arada ve farklı bir sektörde incelenmiştir. Nicel veri toplama yöntemlerinin kullanıldığı ve kolayda örnekleme tekniğinin tercih edildiği bu çalışmada, 130 Ar-Ge çalışanı yer almıştır.

Çalışmamızda etiğin kurumsallaşması, iş tatmini ve örgütsel adalet ölçekleri olmak üzere üç farklı ölçek kullanılmıştır. Sonuçlar, etiğin örtük kurumsallaşma boyutunun iş tatminini ve örgütsel adaletin tüm boyutlarını pozitif yönde etkilediğini ortaya koymuştur. Ayrıca algılanan örgütsel adalet ile iş tatmini arasında da ilişki bulunmuştur. Üç değişken arasındaki ilişkiler, daha önce yapılan çalışmalar çerçevesinde yorumlanmış ve nihayetinde gelecekteki çalışmalara ve pratiğe ilişkin önerilerde bulunulmuştur.

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ABSTRACT

THE INFLUENCE OF INSTITUTIONALIZATION OF ETHICS ON JOB SATISFACTION AND ORGANIZATIONAL JUSTICE

In our study, we investigate the influence of institutionalization of ethics on job satisfaction and organizational justice of some R&D professionals. The relationship between institutionalization of ethics and organizational outcomes such as job satisfaction and organizational commitment was examined in particularly marketing field in the previous limited studies. In this study, organizational justice was firstly examined as a dependent variable with ethics institutionalization in different sector. In our quantitative research we used a convenience sampling and 130 R&D professionals have joined our survey.

We used three different scales namely; institutionalization of ethics, job satisfaction and organizational justice in this study. Results indicated that implicit ethics institutionalization influences all job satisfaction and organizational justice dimensions. Furthermore, a relationship between job satisfaction and organizational justice was found. Finally, the relationship between the three variables was evaluated around the previous studies' findings and gave recommendations for the future studies.

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INTRODUCTION

With the increasing competition, globalization, informational technology and limited natural resources made obligatory for societies and firms to change. In the information age, the definition of good company has been changed as well. In today world business competitiveness, the factors such as ethics, social responsibility, job satisfaction, justice, quality of work life have also been the indicators of a good company beside the excellent financial figures. Ethics also has become a strategic factor in protecting companies from unwanted disasters as a result of complexity of the competitive business world and slowly working social laws. Beside to the importance of ethics institutionalization; organizational justice and job-related outcomes such as job satisfaction have been important topics in human resources and organizational behaviour after the 1960s.

In this study, the impact of institutionalization of ethics on organizational justice and job satisfaction for R&D professionals were examined. Even though the roots of ethics going to Ancient Greece, institutionalizing ethics in organizations is quite a new subject that takes attention of researchers for last years. There have been a few studies examining the relationship between the subject and organizational outcomes such as organizational commitment, esprit de corps and job satisfaction. However, institutionalization ethics has not been studied together with perceived organizational justice and job satisfaction variables in Turkish cultural context. Organizational justice or fairness is the variable that mainly focused on the relationships between job behaviours such as organizational citizenship behaviours. On the other hand, organizational ethics studies generally attributed the job outcomes but the three variables were not studied together to do best of our knowledge.

Furthermore, ethics studies mainly have conducted on marketing; finance and accounting sector that frequently deal with ethical issues. Whereas, R&D sector is one of the emerging field that come across ethical dilemmas in daily business life such as waste disposal, computer viruses, malware, and information theft.

Therefore, with this frame, our main aim is to examine the relationship between ethics institutionalization, perceived organizational justice and job satisfaction in our study. With this purpose, the influence of ethics institutionalization's dimensions on dependent variables was examined. Our second aim is to explore the impact of

perceived organizational justice on job satisfaction facets. In order to reach our aim, quantitative data collection method was used in our research model. The data gathered from the likert scale items, open-ended questions and the multiple-choice items were analyzed in the SPSS 17.

This study consists of three parts. In the first part, institutionalization ethics in general ethics, its dimensions, job satisfaction, factors that influence job satisfaction, organizational justice, its dimensions and the measuring justice was given. In the second part, the relations between these variables with the previous empirical studies were given. In our last part, methodology, limitations, data analysis and findings about the study were shared. Finally we discussed the findings and gave recommendations for future studies.

1. CONSTRUCTS OF THE STUDY

This study investigates the impact of institutionalization of ethics on perceived organizational justice and job satisfaction facets for R&D professionals. Additionally, the association between organizational justice and job satisfaction is examined. Therefore relating to our aim, the constructs of the study will be given below. These are ethics, institutionalization of ethics and its dimensions, job satisfaction and the factors that influence job satisfaction and finally the perceived organizational justice and its dimensions will be discusses in the next pages.

1.1 Ethics

In this section, after giving the definition of ethics, business ethics and HR role to foster ethical behaviour and actions and, the importance of ethics in business life will be discussed. Moreover, the independent variable of our study, institutionalization of ethics and its explicit and implicit forms will be presented. In order to gain insight of ethics institutionalization, the development of ethics studies in business literature will be given.

1.1.1 Definition of Ethics

The term “ethics” has many nuances. The Greek word ethos is the root of ethica (ethics).¹ And the “moral” used in English comes from the Latin translation “mos” Generally in Turkish literature, “moral” and “ethics” regards to different meanings however, most of the academicians and writers used them as synonyms. According to their argument if something is morally or ethically good or evil, it is good or evil from a moral point of view. On the other hand, morality comes before ethics; ethics is a philosophy discipline whose subject is moral.² And moral involves learning what is right or wrong, and then doing the right thing. In this study, we prefer to use ethics instead of morality. Ethics mainly called the study and philosophy of human conduct, with an emphasis on determining right or wrong.³ Velasquez defines ethics as the principles of conduct governing an individual or a group.⁴

¹ William J. Byron, S.J. “The Meaning of Ethics in Business”, **Business Horizons**,(November,1977), p.32

² Simsek,S., Akgemci, T. ve A.Çelik (2003), Davranış Bilimlerine Giriş ve Örgütsel Davranış, Adım Matbaacılık ve Ofset, Konya.akt: Semra GÜNEY, Ahlaki Liderliğin Kavramsallaştırılması ve Ahlaki Yönetimde Liderliğin Rolü,**Yönetim ve Ekonomi**, Cilt:13, Celal Bayar Üniversitesi, 2006s135-148

³O.C Ferrell, John Fraedrich and Linda Ferrell, **Business Ethics: Ethical Decision Making and Cases**. 6th Edition, Boston: Houghton Mifflin Company, 2005, p.5

⁴ M. Velasquez, **Business Ethics: Concepts and Cases**, NJ: Prentice Hall, 1992, p.9

Dessler says there are two main parts of ethics. He explains the first one is descriptive ethics and the other one is normative ethics. Descriptive ethics emphasizes “what?” questions over the existing situation which has been described. On the other hand normative ethics discusses the question “what is supposed to be?” and tries to find out its answer. So ethical decisions are always involve normative judgements and also, ethical decisions also involve morality, in other words, society’s accepted norms of behaviour.⁵

In this research, ethics refers to the rules or standards governing the conduct of individuals or the members of a profession as Velasquez stated too.

1.1.2 Business Ethics

According to Byron, the concept of ethics in business includes common sense together with philosophical, etymological, religious, and theological elements all combined in an “ought”.⁶ He continues giving an example of himself:

“I ought to do this or not do that because common sense encourages such a decision. Or I can speak of ethical behaviour in business, in a sense that reflects the impact of religious tradition. Moreover, I can speak of ethics in a micro or a macro sense. There are person-to-person, person-to-group, group-to-person, and group-to-group ethical relationship. The one-on-one relationship can be categorized as personal ethics, the others as social ethics. Business ethics must be recognized as a social as well as a personal discipline.”

We may talk about three levels in business ethics which are closely related to each other: System, organization and the individual level.⁷ The whole economic system should be questioned on the system level. For example, the question of the relationships of business ethics in capitalism and in socialism regard to their diverse nature of the ideology and structure of the two systems. Institutions, policies and their process can be understood from the organizational level. The mostly discussed issues are the need of organizations’ social responsibility and the necessity of environment protection. It is asserted that the moral nature of the firm, its values and attitudes begin

⁵ Gary Dessler, **Management, Leading People and Organizations in the 21st Century**, International Edition, New Jersey: Prencite Hall, 1998, p.76

⁶ Byron, p.32

⁷ Ip Po-Keung, “Profit and Morality: Problems in Business Ethics”, Gerhold K. Becker (Ed.), **Ethics in Business and Society, Chinese and Western Perspectives**, (25-41), New York: Springer, 1996, p.35.

with the responsibilities of the heads of the firms with their decisions in order to create an “organization culture”.⁸ The third level relates to individual behaviour and conduct within a business setting. It is questioned how people (employee, consumer, and administrator) from different personality types react and how they respond to ethical dilemmas in their everyday as well as business life. Whistle blowing, recruiting/firing according to ethnicity, discrimination and sexual harassment are the most discussed issues in that level. These three levels have close relationships and affect each other continuously.

There are three approaches of investigation in business ethics studies⁹: Empirical studies examine the business practices, institutions, policies and employees’ decision making processes and behaviours. Sociologists, economists, anthropologists, management and organization experts study in that field in order to understand the real business world. Without empirical studies, it will almost be impossible to know business world. The second kind of investigation is theoretical studies that try to construct theories about business ethics to enable us to explain and eventually to forecast events and situations in the field. Lastly, normative study takes the “ought” question as its major concern. In this research, I will be mainly referred to empirical studies as I also believe that that real business life is different than it is in the theory.

Business ethics in life are the decisions and activities carried out in the business environment for moral values, standards and rules. Business ethics covers the whole business world and the application of behaviours of good or bad. It helps us to interrogate the question of which type of rules and principles we should use as a guide. Business ethics usually arise when firms evaluate themselves during crises. Business ethics means all type of relations; honesty, justice, confidence and respect must be shown to others. Simply, business ethics comprises the principles and standards that guide behaviour in the world of business.¹⁰

Not only have we come across with ethical dilemmas in business life and also daily life. For example, you went to restaurant and ordered a salad, a kebab and a coke. When it comes to pay, the waitress overlooked the coke and got less money from you. In that case would you prefer to pay without saying anything and leave the

⁸ P.F. Mchugh, **İş Ahlakı ve Türkiye’de İş Ahlakına Yönelik Tutumlar**, İstanbul: Türkiye Genç İşadamları Derneği (TÜGİAD), Ağustos 1992

⁹ Becker, p.36

¹⁰ Ferrell, Fraedrich, Ferrell, p.6

restaurant quickly? Or, would you rather tell her that there was a mistake? Ethical behaviour means to be honest. Whether made in science, politics or business, most decisions are judged as right or wrong, ethical and unethical. Regardless of what an individual believes about a particular action, if society judges it to be unethical or wrong, whether correctly or not, that judgment directly affects the organization's ability to achieve its business goals. For this reason alone, it is important to understand business ethics and recognize ethical issues.

Because business ethics studies are multidisciplinary the relationship with other disciplines has been researched. One of them is discussed frequently is *law*.¹¹ (Dessler, Velasquez, Michalos). The law itself is not an adequate guide whether or not a decision is ethical.¹² You can make an unethical decision based on what is legal. For example; you can charge a tourist customer an exorbitant price. That may be legal but unethical.

Organizational or corporate culture is a set of values, beliefs, goals, norms, and ways of solving problems shared by the employees of an organization.¹³ Corporate culture can be created by a founder and his or her values and expectations, as in the case of Sakıp Sabancı. Organizational culture includes the behavioural patterns, concepts, values, ceremonies, and rituals that take place in the organization.¹⁴ A company's history and unwritten rules are part of its culture. Organizational culture may show itself in memos, codes of conducts, values statements, dressing rules, late hours work, mission and vision statements, handbooks and ceremonies. These are all the formal expression of an organization's culture.

In our study, business ethics means, what is right or wrong in the workplace and doing what's right.

1.1.3 Business Ethics and Human Resources (HR)

Ethics and the selection procedures are most studied subjects in HR field mainly called "Selection Fairness". In these studies it is mainly discussed how HR professionals should behave the applicants and the perceptions and reactions of

¹¹ Dessler, p.77

¹² Ibid, p.77

¹³ Ferrell, Fraedrich, Ferrell, p.116

¹⁴ L.R. Daft, **Organizational Theory and Design**, St. Paul.MN: West Publishing, 1983, p.482

applicants during the hiring process especially in the interviews.¹⁵ Discrimination is mainly the top issue in the papers like race discrimination particularly in the USA.¹⁶ In the service sector, for example, the majority of women are confined to junior positions, while career development opportunities tend to favour men.¹⁷ Similarly older workers suffer more discrimination than their younger counterparts.

Although, mainly improper hiring practices take interest of researchers, the role of HR in ethics management is also discussed. Employee's evaluations of fairness, in the organization are important to achieving valuable ethics management outcomes. HR has an important role to play in fostering fairness in the organization generally and in both the control orientation and integration of an ethics program. An empirical study about ethics programs in Fortune 500 service and industrial firms found that an HR office ultimately was responsible for ethics/compliance management in 28 percent of responding firms.¹⁸ The study also found that HR and legal departments were involved equally in ethics training, while legal; audit and control functions dominated investigations of ethical or legal violations.

Having had no national or academic survey about HR department's roles in ethics programs in Turkey, article news may give a clue. According to our research, firms working in Turkey try to retain their successful employees by extending ethical awareness in the workplace. Codes of conducts, ethics committees (Superonline) or ethics compliance offices, Ethics Platforms (DHL Turkey), EthicsLine (Motorola Turkey) and confidential e-mails are some of the tools to help employees in ethical issues. When it comes to who is in charge of ethics programs, mainly HR departments are mentioned in the news.¹⁹ HR departments have also a function to protect the employees from unethical behaviours of managers such as telling your subordinate's idea to your manager as it was your idea. Moreover, one of the ways which a company

¹⁵Donald M. Truxillo, Dirk D. Steiner and Stephen W. Gilliland, "The Importance of Organizational Justice in Personnel Selection: Defining When Selection Fairness Really Matters" **International Journal of Selection and Assessment**, Vol.12 1/ 2(March-June 2004), p.39-51

¹⁶ Ward F. Thomas, Paul M. Ong, "Race and Space: Hiring Practice of Los Angeles Electronics Firms" **Journal of Urban Affairs**, Vol.28, N.5, (2006), p.511-526

¹⁷ J. Webster, J. Wickham and G. Collins, "Innovations in Information Society Sectors- Implications for Women's Work", **Expertise and Opportunities in European Workplaces**, 2002, Dublin: European Commission. Cited in: Tracy Wilcox, "Human Resource Development as an Element of Corporate Social Responsibility", **Asia Pacific Journal of Human Resources**, Vol.44:2, (2006), p.190

¹⁸Gary R. Weaver, L.K Trevino and P.L. Cochran, "Corporate Ethics Programs as Control Systems: Management and Environmental Influences", **Academy of Management Journal**, Vol.42, (1999),p.41-57

¹⁹ Elif Akın, "Koltuk Kaptırma Kaygısı Alt Kademeyi Yakıyor", *Sabah İşte İnsan*, 07.06.2009, http://www.isteinsan.com.tr/yonetim/koltuk_kaptirma_korkusu_alt_kademeyi_yakiyor.html (15 Ekim 2009)

practices is when a subordinate reports to its superior by e-mail, he/she has to put all managers' names including top managers in cc. Due to economic crises none of the managers willing to recruit a team member better than him/herself. Because of it the member of Board of Directors of Baymak says that he is himself making the interviews with the applicants in order to prevent any improper practices.

HR staff is likely to be viewed as representing employees' concerns and treating them fairly. Moreover, HR functions can play a key role in developing ethics programs with a proper balance of values and compliance orientations, and in integration ethics programs into important organizational activities, such as the design of performance appraisal systems, management training, and disciplinary processes.²⁰

Employee *selection* is important especially if the company wants to hire the people who share the organization's values. The selection process, should contribute to a workforce that values ethical behaviour as something to aspire in the workplace, rather than as a constraint on business practices.²¹ The fairness of the selection process itself can influence a new employee's expectations about ethical behaviour in the organization. On the other hand, HR professionals may encourage the applicants to think about ethics²², they may ask the questions or give case studies about ethical dilemmas in order to understand his/her reactions and approaches.

Training, needs to be extensive aimed all employees at all levels, including executives. As we mentioned before ethical leaders are role models to staff and also important to ethics program effectiveness. Managers also need to learn to use ethical language themselves, so that it becomes acceptable for their subordinates to raise ethical questions. Furthermore, HR is most likely to take an employee development approach to ethics training.²³

A values orientation company should integrate ethical behaviours into *performance appraisal*. Appraisal processes should incorporate concern for ethics and fairness; both in the evaluation criteria used and in the way appraisal is conducted. For

²⁰ Gary R. Weaver and Linda Klebe Trevino, "The Role of Human Resources in Ethics/ Compliance Management A Fairness Perspective", **Human Resources Management Review**, Vol.11, (2001), p.130

²¹ Weaver, p.122

²² Dawn-Marie Driscoll, Hoffman, Michael W., "Handling Questions of Ethics from Job Candidates", **Workforce**. Vol.77, 7(1998), p. 2

²³ Weaver, p.124

example performance goals should focus on means as well as ends.²⁴ How did the person achieve to sell the most? By lying to customers or building a long-term honest relationship with them. HR staff generally is responsible for designing performance appraisals systems. Therefore, misconducts such as lying to stakeholders/customers, stealing, abusive behaviour, misuse of confidential organization info, putting own interests ahead of organization, bribes, sexual harassment, discrimination and etc. should be taken into consideration in the appraisal process. This makes HR the best function to insure that ethical goals and fair processes are incorporated into these systems.

HR's role can be to encourage that employees are rewarded for ethical behaviour.²⁵ Rewards for normally expected ethical behaviours shouldn't be expected from management but high ethical standards who aspire ethical behaviours should be rewarded such as promotions or symbolic rewards. On the other hand, unethical behaviours need to be disciplined. HR also must ensure that rewards and benefits are distributed fairly.

In conclusion, business ethics professor Linda K. Trevino explains why ethics in HR agenda. "Ethics really work best in an organization when they are woven into the fabric of the company. And that where HR does its work. Really, to do this right requires working across the organization with lots of different people, and a lot of those need to be people in HR"²⁶

1.1.4 The Benefits of Business Ethics

Being more ethical and socially responsible in business is increased efficiency in daily operations, greater employee commitment, increased investor willingness to entrust funds, improved customer trust and satisfaction, and better financial performance.²⁷ Figure 1 shows the relationship between them.

²⁴ Weaver, p.123

²⁵ Ibid. p.124-125

²⁶ Carroll Lanchnit, "Why ethics is HR's issue?", **Workforce**, March 2002, p.10

²⁷ Ferrell, Fraedrich, Ferrell, p.14

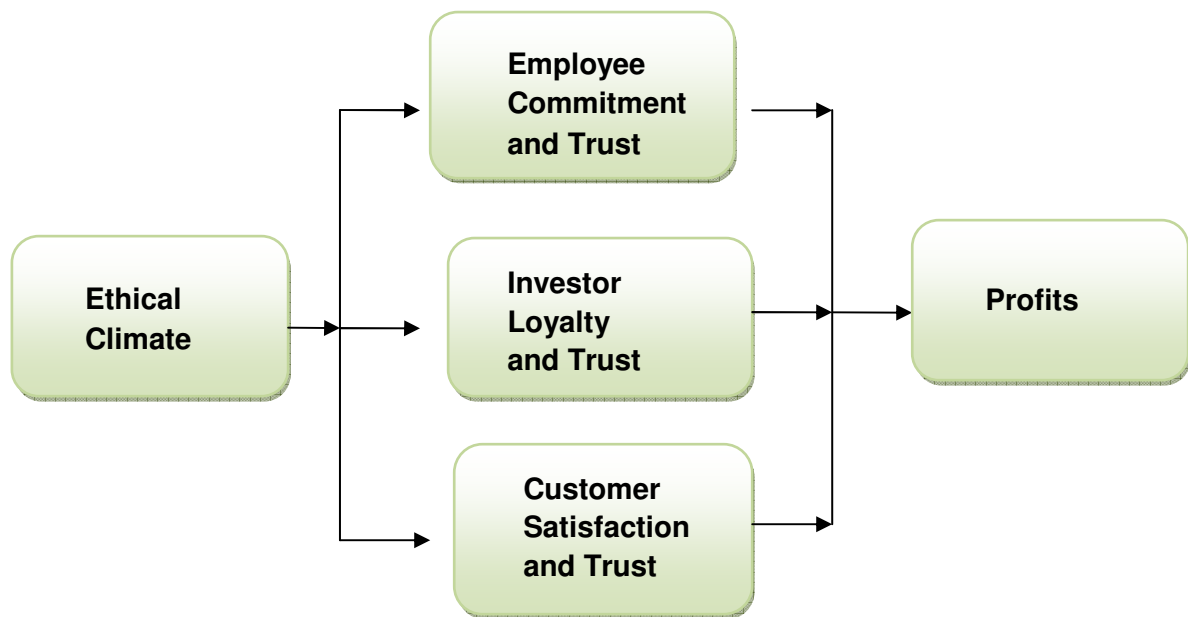


Figure 1. The Role of Organizational Ethics in Performance

Source: O.C Ferrell, John Fraedrich and Linda Ferrell, **Business Ethics: Ethical Decision Making and Cases**. 6th Edition, Boston: Houghton Mifflin Company, 2005, p.14

According to Ferrell, work factors that have the greatest influence on an employee's organizational commitment include ethical or ethically related elements such as fairness at work, care and concern for employees, trust in employees, and reputation of the organization.²⁸ Furthermore, DeConinck confirmed that the responsibility and trust is a significant predictor of marketing employee's commitment to their organization.²⁹ According to ERC's (Ethics Resources Center) survey (2000) 79% employees agree that ethics is important in their continuing to work. Only 21% disagree on the statement.³⁰

Investors today are very concerned about the ethics, social responsibility and reputation of companies in which they invest. On the other hand, investors know that negative publicity, lawsuits and fines, bribery news, corruption can lower the firm's reputation, diminish customer loyalty, stock prices and credibility.³¹

²⁸ Ferrell, Fraedrich, Ferrell, p.14

²⁹ James, B. DeConinck, "The Influence of Ethical Climate on Marketing Employees' Job Attitudes and Behaviours", **Journal of Business Research**, (2009), doi:[10.1016/j.jbusres.2008.11.009](https://doi.org/10.1016/j.jbusres.2008.11.009)

³⁰ Ferrell, Fraedrich, Ferrell, p.15

³¹ Ibid. p.15

Customer satisfaction is one of the most important factors in successful business strategy. Customers not only look for low price, quality, and good service and also look the brand reputation, social responsibility of companies. On the other hand, James L. Thomas and others investigated whether ethical or unethical cues of service provider effects the customer satisfaction with the service. Results showed that ethical cues and honest service provider is expected norm and will maintain the satisfaction but unethical cues will create a dissatisfaction.³²

Although it may be seen difficult to measure the business ethics how effects the firm's *financial performance*, IBE's (Institute of Business Ethics) survey (2003) has shown for the first time that there is positive relationship between business ethics and business performance in large companies in UK.³³ Between 1997 and 2001, it concludes, "there is strong indicative evidence that large UK companies with codes of business ethics/conduct produced an above-average performance when measured against a similar group without codes".³⁴

There are many examples of companies that have experiences significant performance declines after the disclosure of their failure to act responsibility toward many stakeholders. For example Roche Turkey has experienced declines in stock prices and diminished the brand reputation seriously by systematically overcharging medicines to the government. The claim made to media by one of its previous managers. Therefore, the misconduct of the company became public knowledge and the company's reputation was damaged immediately. It is also a good example to see the link between ethical conduct, bad reputation and job satisfaction.

According to Mark Pastin, we can summarize the firms with a high level of ethical standards as stated below:³⁵

1. Ethical firms are able to put effective relations with their stakeholders from inside and outside. What ethical behaviour means for the firm, means the same for the firm's owner too.

³² James, I. Thomas and others, "The Impact of Ethical Cues on Customer Satisfaction with Service", **Journal of Retailing**, 78, (2002), p.167-173

³³ Does Business Ethics Pay? (2003), <http://www.s145828053.websitehome.co.uk/DBEPsumm.htm> (09.11.2009)

³⁴ Simon Caulkin, "Ethics and Profits Do Mix", *The Guardian*, 20 April 2003, <http://www.guardian.co.uk/business/2003/apr/20/globalisation.corporateaccountability> (09.11.2009)

³⁵ M. Pastin, **The Hard Problems of Management: Gaining the Ethical Edge**, Los Angeles: Jossey-Bas, 1986, p.19

2. Ethical firms show determination for being fair. In their written rules, they accept their customers and the society's rights as their own rights.

3. In those firms decisions are not made by the group but each of the single individual. Every employee is self-responsible for the decision he/she takes.

4. Those firms see their actions as activities of a general purpose. This purpose is about creating high values by every employee in the firm. This is the criteria which defines good relations between the firm and the society.

1.1.5 Institutionalization of Ethics

Business generates profit, creates employment and produce goods and services for the society. Thus, business has a commercial and a social objective. Business gain most over the long term from activities that increase profits, reduce employees complaints, sustain environmental, social and ethical reputations. A firm's or employee's unethical decisions or actions may damage the reputation immediately, cause to reduce share price, dampen business practice and encourage lawsuit. According to research conducted in 2005, Turkish managers agree that sound ethics are good for business in the long-run.³⁶ Other researchers showed it is the same for France, German and American managers.³⁷ The Center of Ethical Values (Türkiye Etik Değerler Merkezi- TEDMER) conducted a survey (2005) with full time employees from the different cities showed that Turkish people are sensitive about the ethical approach of firms. %34 of participants agreed that they would rather prefer to work in %25 less paid job just because the firm behaves ethically. Furthermore, %42.7 of participants agreed that ethical firms have better quality of products than others.³⁸

Due to increasing concern of the general public about ethical issues in business, many organizations have tried to control these problems thorough the institutionalization of ethics.³⁹

³⁶ Canan Ay, "İşletmelerde Etiksel Karar Almada Kültürün Rolü", **Yönetim ve Ekonomi**, Vol.12, N.2, (2005), p. 31-52

³⁷ Damodar Suar, "Institutionalization of Ethics in Business", Ananda Das Gupta (Ed.), **Human Values in Management** (19-39), UK: Ashgate Publishing Limited, 2004, p.20

³⁸ TEDMER, Türk İşgücü Anketi, Türkiye, 2006 Raporu

³⁹ S.W Gellerman, "Why "Good" Managers Make Bad Ethical Decisions", **Harvard Business Review**, Vol.64, (1986), p.85-90

Andrews describe the institutionalization of ethics as “actions needed to map a high road to economic and ethical performance and to mount guardrails to keep corporate wayfarers on track”⁴⁰. Weber (1981) and Hoffman (1983) also argued⁴¹ that when ethics institutionalized, decision making is affected and that should be with the provision of formal guidelines and helping employees with daily business matters.

Institutionalizing ethics means getting ethics implicitly and explicitly into daily business life. It means getting ethics into company policy formation at the board and top management levels and through a formal code, getting ethics in to all daily decision making and work practices down the line, at all levels of employment.⁴²

The expression “institutionalization of ethics into business” appeared for the first time in 1979. Nevertheless, it was not until the second half of the 1980s that the term “institutionalization of ethics” became an analytical and practical point of reference.⁴³ In a 1986 survey, The Center for Business Ethics found that the following points should be taken into account when evaluating business ethics: Codes, ethics committees, judiciary boards, ombudsmen, ethics training, social audit, and changes in corporate structure.⁴⁴

Although there are no universal standards that can be applied to organizational ethics programs, most companies develop codes, values, or policies to provide guidance on business conduct. Ethics committee can be established to examine moral aspects of company policies and conduct. Courses or workshops in business ethics should be a part of company’s training programmes. However, it would be naïve to think that having simply an ethics program will solve the ethical dilemmas and conflict that the firm might face. Enron, Tyco are the examples which have code of ethics. It is very important that top managers integrate these ethics policies, values, code of ethics into daily business life and decision making process. If a company’s

⁴⁰ K.R. Andrews, “Ethics in Practice”, **Harvard Business Review**, (Sept./Oct.1989), p.99-104

⁴¹Geoffrey N. Soutar, Margaret McNeil and Caron Molster, “A Management Perspective on Business Ethics”, **Journal of Business Ethics**, Vol.14, (1995), p.603-611

⁴² R.R Sims, **Ethics and Corporate Social Responsibility: Why Giants Fall?**, 1st Edition, ABD: Greenwood Publishing Group, 2003, p.242

⁴³ J.M Lozana, **Ethics and Organizations: Understanding Business Ethics As A Learning Process**, USA: Kluwer Academic Publishers, 1997, p.132

⁴⁴ Ibid. p.133

leadership fails to provide the vision and support needed for ethical conduct, then an ethics program will not be effective.⁴⁵

In our study, institutionalization of ethics means the degree to which an organization explicitly and implicitly incorporates ethics into its decision-making process.⁴⁶ Therefore, the two forms of ethics institutionalization will be discussed in the next pages.

1.1.5.1 Dimensions of the Institutionalization of Ethics

Jose and Thibodeaux developed two way of institutionalizing ethics in organizations from the business ethics literature.⁴⁷ As Singhapakdi and Vitell (2007) stated “Implicit forms of institutionalizing ethics include corporate culture, ethical leadership and open communication. Explicit forms include codes of ethics, ethics training, newsletters and ethics committees” (p.285) Both forms of institutionalization ethics will try to be given in next pages.

Explicit Ethics Institutionalization: Examples of explicit aspects of ethics programs include codes of ethics, policy statements, employee training and training materials, ethics committee and orientation programs.⁴⁸

Ethics Policies and Codes: Ethics literature agrees that besides fostering ethical behaviour in the firm, it is important to have ethics codes to show how management is serious on the issue. A code of ethics, should reflect top manager’s desire for compliance with the values, rules, and policies that support an ethical climate⁴⁹

Codes of ethics means “messages through which corporations hope to shape employee behaviour and effect change through explicit statements of desired

⁴⁵ Ferrell, Fraedrich, Ferrell, p.171

⁴⁶ Anusorn Singhapakdi and Scott John Vitell, “Institutionalization of Ethics and its Consequences: A Survey of Marketing Professionals”, **Journal of the Academic Marketing Science**, Vol.35, (2007), p. 284

⁴⁷ Anita Jose, M.S. Thibodeaux, “Institutionalization of Ethics: The Perspective of Managers”, **Journal of Business Ethics**, 22, (1999), p.139

⁴⁸ Scott John Vitell and Anusorn Singhapakdi, “The Role of Ethics Institutionalization in Influencing Organizational Commitment, Job Satisfaction, and Esprit de Corps”, **Journal of Business Ethics**, Vol.81, (2008), p. 344

⁴⁹ Jose and Thibodeaux, p.175

behaviour”⁵⁰ It has been suggested that ethics codes have following functions: a) to establish the moral values recognized by a company, b) to communicate the company’s expectation to employees, c) to demonstrate to the employees and the public that the company in fact operates within ethical frame⁵¹ They may also provide guidance for daily decision making and also standards for job performance.⁵² It has been also stated more reason to have codes of ethics. Firstly, codes enhances corporate reputation and brand image. Secondly, the code conveys the message that the company is care about ethical behaviour. Thirdly, a corporate code of ethics may bring together the employees around a corporate culture⁵³

Although it may be seen a new subject in Turkey, there are a few surveys on the subject. Ethical Values Center, Turkey (TEDMER) interviewed with 98 managers of firms (Istanbul, 2007) on the ethical issues. According to survey, 66.7% of firms have ethics codes and 22.2% have not.⁵⁴ Another research aimed to learn the use of ethics codes in the top 500 companies (2005) operating in Turkey, found that only 32 companies have codes in according to 137 firms’ responses and these firms with codes are mostly holdings. Ethics codes mostly had been established after the year of 2000. Furthermore, mainly top management had played a key role to shape the codes.⁵⁵

Robin and his friends discussed that codes of ethics solely is not effective and codes statements are usually the same.⁵⁶ According to their research conducted in the Business Week 1000 firms, three clusters of the 30 categories found in corporate codes of ethics. These are;

Cluster 1: “Be a dependable organizational citizen”,

⁵⁰ B. Stevens, “An Analysis of Corporate Ethical Code Studies: ‘Where do we go from here?’”, **Journal of Business Ethics**, (1994), 13, 63-69. Cited in: David Cruise Malloy, “Codes of Ethics and Tourism: An Expletory Content Analysis”, **Tourism Management**, UK, (1998), Vol.19, No.5, pp.453-461

⁵¹ I.D., Montaya and Richard A.J., “A Comparative Study of Codes of Ethics in Health Care Facilities and Energy Companies”, **Journal of Business Ethics**, (1994), 13, 713-717

⁵² David Cruise Malloy, “Codes of Ethics and Tourism: An Expletory Content Analysis”, **Tourism Management**, UK, (1998), Vol.19, No.5, pp.453-461

⁵³ Jang Singh and others, “A Comparative Study of the Contents of Corporate Codes of Ethics in Australia, Canada and Sweden”, **Journal of World Business**, (2005), Vol. 40, p.91-109

⁵⁴ Etik Barometre Araştırması, Nisan 2007, <http://www.tedmer.org.tr/default.asp?sayfa=arastirmalarimiz>

⁵⁵ Arzu Ülgen Aydınlik, Dilek Dönmez, “Türkiye’de Faaliyet Gösteren En Büyük 500 İşletme’de Etik Kodları Araştırması”, **Öneri: Marmara Üniversitesi Sosyal Bilimler Enstitüsü Dergisi**, (Haziran 2007), Vol. 7, No.28, p.151

⁵⁶ Donald Robin and others, “A Different Look at Codes of Ethics”, **Business Horizons**, (January-February 1989), p.70

Cluster 2: “Don’t do anything unlawful or improper that will harm the organization”

Cluster 3: “Be good to our customers”

According to another research, codes of ethics usually contain six values: Trustworthiness, respect, responsibility, fairness, caring and citizenship.⁵⁷

Not only Robin and friends but the ethics researchers agree that it is very important to make the codes a part of organizational culture by distribution, training, support of top management etc.

Ethics Officers and Committee: Ethics officers or committees are responsible for managing their organization’s legal and ethics compliance programs. They are usually responsible for assessing the needs and risks that an ethics program should point, developing and distributing the codes of conduct, organizing the ethics training programs for all employees, establishing a confidential system to answer the questions about ethical issues, ensuring that the organization is in compliance with government regulations, monitoring and auditing ethical conduct and making necessary updates. The members of the committee are also responsible to know the all regulations and ethical statements related to professions.

The committee should be a board-level and give report to Board of Directors but the survey with a hundred senior ethics officers indicated that 60 percent of board of directors did not involved in ethical issues.⁵⁸

Ethics Training and Communication: Ethics training aim is to educate to employees about ethical standards. Researches in the USA show that employees find these trainings useful and increase awareness about ethical issues.⁵⁹ These trainings can educate the employees about the firm’s policies and expectations and also relevant laws and regulations. Some of the companies embedded ethics trainings in orientation programs. With trainings, employees aware of available resources, support systems and designated personnel who can assist them with ethical and legal advice. Training also encourages employees to ask questions on sensitive subjects.

⁵⁷Ferrell, Fraedrich, Ferrell, p.175

⁵⁸ “Top Corporate Ethics Officers Tell Conference Board That More Business Ethics Scandals Are Ahead; Survey Conducted at Conference Board Business Ethics Conference,” **PR Newswire**, June 17, 2002, via www.findarticles.com

⁵⁹ Ferrell, Fraedrich, Ferrell, p.178

An effective training program can ensure that everyone in the organization⁶⁰;

- Recognizes situations that might require ethical decision making,
- understand the values and the culture of the firm
- is able to evaluate the impact of ethical decisions on the company in the light of its value structure.

One of the most important points is to communicate the whole ethics program among all employees. It is crucial to take management and board of directors' support.

Monitoring and Auditing Ethics Programs: Monitor ethical conduct and to measure the program's effectiveness can be assessed in a variety of ways: observing employees, internal audits, surveys, reporting systems and investigation.⁶¹ An external audit firm may also observe employees carefully. For example, role-playing exercises may be used especially in sales people trainings in order to understand their reactions in ethical dilemmas and the way they handle the ethical issues.

With surveys, employees' ethical perception of their company, their managers, their co-workers and themselves may be used to measure the ethical performance regularly. The existence of an internal system by which employees can report misconduct is especially useful for monitoring and evaluating ethical performance. Some companies set up ethics assistance lines to offer support and give employees an opportunity to ask questions or report ethical concerns. In Turkey, Akbank, AEGON Emeklilik, Aktaş Group, TNT, Lafarge are some of the companies who have an ethics lines and also codes of conducts.⁶²

Implicit Ethics Institutionalization: Examples of the more implicit aspects of ethics programs include organizational culture, ethical climate, leadership and open communication which means that ethical behaviour in an organization is implied, embedded to its corporate culture but not directly expressed.

⁶⁰ Diane E. Kirrane, "Managing Values: A Systematic Approach to Business Ethics", **Training and Development Journal**, 1(Nov.1990):53-60

⁶¹ Ferrell, Fraedrich, Ferrell, p.182

⁶² İş Ahlakı Hatları, 2006, <http://www.ikademi.com/piyasalar-ve-dunyasi/521-ahlaki-hatlari.html> (4 Nisan 2010)

Organizational Culture: Ethical decision making is closely related to organizational culture, management behaviours and opportunities available to engage in unethical behaviour.⁶³ Therefore, ethics training can affect all three types of relations. Understanding the philosophy of management, rules, and procedures can power the organizational culture and also make awareness of ethical behaviour among employees. Such awareness, arms employees to the opportunities against unethical behaviour, too. If a corporate culture encourages its employee's unethical behaviour then the employees are likely to behave unethically. This usually happens in marketing field. If a medicine firm rewards the representatives according to the number of tables, pills are sold, through whatever means, there will be pressure on them. And if the firm doesn't care how they sold the products, the representatives are likely to behave unethically. An organization's failure to monitor or manage its culture may foster questionable behaviour.

According to research conducted by Society for Information Management (2008, USA) technology leaders were asked to cite the top workplace skills that they are seeking in candidates for Information Technologies (IT) jobs, respondents placed the greatest emphasis on ethics and morals. Therefore, IT professionals don't want to recruit people who may do unethical things such as circumventing security systems and they want to protect their corporate culture just before the beginning.⁶⁴

Ethical Climate: An important component of organizational culture is the company's ethical climate. Ethical climate contains cues that guide employee's behaviour and reflects the ethical character of the organization.⁶⁵ It can also be described as a type of work climate that reflects organizational policies, procedures, and practices that have moral consequences. According to Olsan (1998) ethical climate represent those shared perceptions of organizational practices related to ethical-decision making and reflection and includes issues of power, trust and human interactions within an organization⁶⁶

⁶³ O.C. Ferrell and Larry Gresham, "A Contingency Framework for Understanding Ethical Decision Making in Marketing", **Journal of Marketing**, 49(Summer 1985): 87-96

⁶⁴ Thomas, Hoffman, "IT Execs Put Ethics, Morals at Top of Hiring Checklist", **ComputerWorld**, November 17, (2008), p.8

⁶⁵ J.B Cullen, K.P. Parboteeah and B. Victor. "The Effects of Ethical Climates on Organizational Commitment: A Two Study Analysis". **Journal of Business Ethics**. 46 (August 2005),p. 127-141

⁶⁶ L.L. Olson, "Hospital Nurses' Perceptions of the Ethical Climate of Their Work Setting", **Image Journal of Nursing Scholarship**, (1998), 30, 345-349. Cited in: Conniee Ulrich and others, "Ethical climate, ethics

Leaders play a role in shaping ethical climate by both stating and implementing ethical policies and practices⁶⁷ The climate for unethical conduct is present when a firm does not enact and enforce codes of ethics, policies, and directives that specify, discourage, monitor, and correct unethical behaviour.⁶⁸ Ethical codes, corporate policy, reward and punishment are used to create an ethical climate. According to Victor and Cullen; socio-cultural environment, form and history of organizations help to determine ethical climates.⁶⁹ Ethics Research Center proposes four elements to shape ethical culture of firms. These are; ethical leadership, supervisor reinforcement, peer commitment to ethics, and embedded ethical values.⁷⁰

Leadership: Leaders play a major role in creating and sustaining a firm's culture, thorough the actions they take, the comments, gestures they make, and the visions they espouse.⁷¹

Leaders are key to influence an organization's corporate culture and ethical posture. Leadership styles and the power of leaders influence the ethical decisions.⁷² For example, transformational leaders strive to raise employees' level of commitment and to foster trust and motivation. Ingham, put forward that transformational leaders may facilitate an organization's journey towards instituting an ethical climate.⁷³ According to Dickson and his fellows, the most critical determinant of the organizational climate regarding ethics is leader behaviours.⁷⁴

Open communication: Without effective communication employees will not be aware of the importance of the ethical decision making process. Because ethical issues are sensitive in nature, supervisors and employees may not willing to share ethical dilemmas. However, the culture of organizations should allow speaking aloud about

stress, and the job satisfaction of nurses and social workers in the United States", **Social Science & Medicine**, 65 (2007), 1708-1719

⁶⁷ Jay P. Mulki, Jorge Fernando Jaramillo and William B. Locander, "Critical Role of Leadership on Ethical Climate and Salesperson Behaviours", **Journal of Business Ethics**, 86, (2008), p.125-141

⁶⁸ Charles H. Schwepker Jr., "Ethical Climate's Relationship to Job Satisfaction, Organizational Commitment and Turnover Intention in the Salesforce", **Journal of Business Research**, 54,(2001), 39-52

⁶⁹ B. Victor and J.B. Cullen, "The Organizational Bases of Ethical Work Climates", **Administrative Science Quarterly**, 33, p.101-125

⁷⁰ ERC, National Business Ethics Survey, USA, 2007, p.9

⁷¹ Dessler, p.83

⁷² Ferrell, Fraedrich, Ferrell, p.123

⁷³ T. N. Ingram, R. W. LaForge and J. C. H. Schwepker, "Salesperson Ethical Decisions Making: The Impact of Sales Leadership and Sales Management Control Strategy", **Journal of Personal Selling & Sales Management**, Vol.27 No.4, (2007), p. 301-315

⁷⁴ Marcus W. Dicksons and others, "An Organizational Climate Regarding Ethics: The Outcome of Leader Values and the Practices that Reflect Them", **The Leadership Quarterly**, 12 (Summer 2001), p.197-217

ethical issues. Top managers and supervisors should create an ethical climate to encourage sharing ethical dilemmas with themselves. By doing so, employees do not hesitate to communicate with their managers on ethical issues.

1.2 Job Satisfaction

In this section, after giving the definition of job satisfaction, the factors that influence job satisfaction will be presented. The dimensions of job satisfaction scale that is used in our study and other job satisfaction scales will be discussed and compared each other.

1.2.1 Definition of Job Satisfaction

Compared to years ago, companies' structures and employee relations are more complex in today. Providing employee's physical, psychological and social needs, the expectations from the employees are higher than before. Employees are likely to satisfy when their physical, psychological and social needs are understood and well provided. Therefore, the management should know the ways and methods how to satisfy the personnel.

Job satisfaction means one's affective attachment to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction; e.g., supervision).⁷⁵ The terms of job satisfaction (JS) is degree to which an individual feels positively or negatively about the various facts of the job tasks, the working setting, and relationships with co-workers. In fact, it is "the extent to which people like their jobs".⁷⁶ Locke, defined job satisfaction and dissatisfaction as follows⁷⁷:

"Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues. Job satisfaction and dissatisfaction are a function of the perceived

⁷⁵ Robert P.Tett and John P.Meyer, "Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based On Meta-Analytic Findings, **Personnel Psychology**, 46, (1993), p.261

⁷⁶ Eric G. Lambert, Nancy L. Hogan and Marie L. Griffin, The Impact of Distributive and Procedural Justice on Correctional Staff Job Stress, Job Satisfaction, and Organizational Commitment, **Journal of Criminal Justice**, 35, (December 2007), , p.647

⁷⁷ Edwin A. Locke, "What is Job Satisfaction?", **Organizational Behaviour and Human Performance**, 4, (1969), p.316

relationship between what one wants from one's job and what one perceives it as offering or entailing”

Spector defines job satisfaction is simply how people feel about their jobs and different aspects of their jobs⁷⁸ . In our study, we refer to Spector's definition of job satisfaction.

1.2.2 Dimensions of Job Satisfaction

Before giving the dimensions of job satisfaction scale that is used in our study, factors that influence job satisfaction will be explained in general.

Factors can be examined in two groups: Individual factors and the job itself factors. The job itself factors can be, pay, working conditions, co-workers, supervisors, promotional opportunities and variety of other factors. Individual factors can be classified as age, tenure, education, personality. Walker (1997) cited in Schwepker explains the factors based on internal and external rewards.⁷⁹

“Job satisfaction may derive from internally mediated rewards such as the job itself and opportunities for personal growth and accomplishment. JS may also result from externally mediated rewards such as satisfaction with pay, company policies and support, supervision, fellow workers, chances for promotion, and customers.”

These are the factors that most influence one's job satisfaction proved by the researchers.

According to definitions above, it appears that work climate has a significant impact on individual's job satisfaction. Policies and supervision are a part of JS therefore; both factors influence the company's ethical climate.⁸⁰ Policies and directions of management may help to eliminate ambiguity on work practices especially on ethical issues. If the management achieves to institutionalized ethics in the organization, these ambiguities and dilemmas are likely to reduce and versus greater satisfaction may arise. Also, the more organizations enforce ethical behaviour; values such as trust, honesty and justice, the more the employees will be pleasant to work.

⁷⁸ Paul E. Spector, **Job Satisfaction: Application, Assessment, Causes and Consequences**, Sage Publications, 1997, p.2

⁷⁹ C. H. Schwepker Jr., “Ethical Climate Relationship to Job Satisfaction, Organizational Commitment, and Turnover Intention in the Salesforce, **Journal of Business Research**, 54, (2001), p.41

⁸⁰ Schwepker , 2001, p.43

Job satisfaction may influence many aspects of work such as intention to leave, absenteeism, turnover rates, withdrawal behaviours, efficiency, productivity.⁸¹ In fact, job satisfaction studies mainly include these variables too. Some of the important factors that influence job satisfaction are payment, promotions, colleagues, supervisors and work itself and as individual factors age, tenure and disposition. Before presenting the dimensions of job satisfaction that is used in this study some of the important individual factors that influence job satisfaction will be given.

Age is one of the individual factors effecting the job satisfaction. According to Herzberg (1957) cited in Hunt and Saul, age shows a U-shape relationship with the job satisfaction. At the beginning of the first job, job satisfaction was found to be high, and then it was gradually decline until the person reaches late twenties or early thirties, when it began to rise. A study on 5192 employees supported Herzberg and his colleagues' study and significant U-shape pattern was found between job satisfaction and age too.⁸² On the other hand Hulin and Smith's study didn't find a significant U-shaped relation between age, tenure and facets of the job satisfaction.⁸³ They also found that the relations among these variables were varied on male and female workers. In a sample of 5800 white-collar workers Hunt and Saul found that there was a significant, positive, linear relationship between age, tenure and job satisfaction of male and female workers.⁸⁴

Tenure (time spent in one organization) also has an impact on job satisfaction. Gibson and Klein found that there is positive, linear relationship between tenure and job satisfaction.⁸⁵ Bedeian and his colleagues also found that tenure was a more consistent and stable predictor of job satisfaction than age.⁸⁶ Herzberg also found that there is a U-shape relationship between tenure and job satisfaction. Satisfaction dropped within the first year of work and remained low for a number of years, after

⁸¹Hai Yang and others, "The Influence of a Pay Increase on Job Satisfaction: A Study with the Chinese Army", **Social Behaviour and Personality**, 36, 10, (2008), p.1333

⁸²Andrew Clark, Andrew Oswald and Peter Warr, "Is Job Satisfaction U-shaped in Age", **Journal of Occupational and Organizational Psychology**, 69, (1996), p.57

⁸³ C. L. Hulin, P. C. Smith, "A Linear Model of Job Satisfaction", **Journal of Applied Psychology**, Vol. 49 (1965), p.214

⁸⁴ John W. Hunt and Peter N. Saul, "The Relationship of Age, Tenure, and Job Satisfaction in Males and Females", **Academy of Management Journal**, Vol.18, No.4,(1975), p.699

⁸⁵ J. L. Gibson and S. M. Klein "Employee Attitudes as a Function of Age and Length of Service: A Reconceptualization," **Academy of Management Journal**, Vol.13, (1970), 411

⁸⁶ Arthur G. Bedeian, Gerald R. Ferris and K. Michele Kacmar, "Age, Tenure, and Job Satisfaction: A Tale of Two Perspectives", **Journal of Vocational Behaviour**, 40, (1992), p.33

which it increased.⁸⁷ Like age, direction of the relationship between tenure and job satisfaction is one of the most discusses issues of organizational studies.

Personality traits impact on job satisfaction examined in many empirical studies. It was observed that some people are more satisfied with their jobs. The personality of individuals effects how they perceive the impact of job satisfaction. Also the cultural background has an impact on personalities. A study surveyed 626 nurses from collectives and individualist culture showed that collectivists have lower *positive affectivity* and lower job satisfaction.⁸⁸ The positive affectivity is an individual's disposition to be happy across time and situations. Hochwarter and his colleagues found that the individuals with low positive affectivity were less satisfied with their jobs.⁸⁹ Another research conducted on 550 employees indicated that the people with a more positive outlook on life more satisfied with their jobs. On the other hand, job satisfaction correlates negatively with negative affectivity.⁹⁰

The factors influence job satisfaction is varied may differ from person to person. Gender, education, experience, individual's loyalty to company, working conditions might be the other factors. For example, the perceived job satisfaction and the reputation of firm were investigated among 402 employees working in R&D sector. According to survey results innovatory climate and job satisfaction are identified as the main determinants of firm reputation among R&D scientists.⁹¹ Twain researchers also found that R&D personnel's career needs differ in the stages of their career development and it depends on which stage of their career they have reached. The result showed that when the gap is higher between career development and career needs, than it is higher the levels of both turnover intentions and job dissatisfaction of R&D personnel.⁹² Keller also found that job satisfaction along with other variables

⁸⁷ Hunt and Saul, 1975, p.691

⁸⁸ Randy K.Chiu and Frederick A. Kosinski Jr. "The Role of Affective Dispositions in Job Satisfaction and Work Strain: Comparing Collectivist and Individualist Societies", **International Journal of Psychology**, 34,1, (1999), p.20

⁸⁹ Wayne E. Hochwarter and others, "Positive Affectivity and Collective Efficacy as Moderators of the Relationship Between Perceived Politics and Job Satisfaction", **Journal of Applied Social Psychology**, Vol.33, Issue 5, (May 2003), 1009

⁹⁰ Augustine O. Agho, James L. Price and Charles W. Mueller, "Discriminant Validity of Measures of Job Satisfaction, Positive Affectivity and Negative Affectivity", **Journal of Occupational and Organizational Psychology**, 65, (1992), p.190

⁹¹ Jones Oswald, "Human Resources, Scientists, and Internal Reputation: The Role of Climate and Job Satisfaction", **Human Relations**, Vol.49, No.3, (1996), p.269

⁹² Tser-Yieth Chen and others, "A Study of Career Needs, Career Development Programs, Job Satisfaction and the Turnover Intentions of R&D Personnel", **Career Development International**, Vol.9, Issue 4, p.424

(group cohesiveness, physical distance, job satisfaction and innovative orientation) is related with the performance of projects in R&D organizations.⁹³

In our study, we used Managerial Job Satisfaction Questionnaire developed by Cellucci and DeVries (1978). This scale has five different dimensions, having four items per each dimension. Each dimension of job satisfaction scale used in this study will be given in detail below.

Satisfaction with pay: It is a common belief that pay is one of the most positive work variables for most people. When employees dissatisfy with their pay and job, turnover intentions and absenteeism behaviours may occur. Orpen and Bonnici found that work motivation is strongly positive related to pay satisfaction.⁹⁴ Yang and his colleagues also proved that pay satisfaction plays an important role in job satisfaction⁹⁵ Researches show that perceived ethical climate influence all aspects of job satisfaction, including pay satisfaction (E.g. Goldman and Tabak, 2010; Schwepker, 2001)

Satisfaction with promotions: Promotions also affect an employee's job satisfaction. Promotions, raises, achievements in one's work, if valued, produce pleasure whether they are expected or not therefore effect the individual's satisfaction positively. A desire for the promotion includes the desire for better payment, for social status, for psychological growth which is taking more responsibility and for justice if the person feels that he or she deserves the promotion.⁹⁶ According to Patchen's research, absences among nonsupervisory men at an oil refinery were found to be related to feelings of fair treatment with regard to promotion. Attitudes concerning the fairness of pay also were found to affect absences.⁹⁷

Satisfaction with Co-workers: Working in a friendly, supportive work environment increases the job satisfaction. Sergiovanni suggested that achievement, recognition and responsibility were factors which contributed mainly to the teacher job satisfaction. However, factors such as interpersonal relations with students,

⁹³ Robert T. Keller, "Predictors of the Performance of Project Groups in R&D Organizations", **Academy of Management Journal**, Vol.29, Issue 4, (1986), p.715

⁹⁴ C. Orpen, J. Bonnici, "The Causes and Consequences of Job Satisfaction: A Test of Lawler's Model", **Psychology: A Journal of Human Behaviour**, 27, 1, (1990), p.27

⁹⁵ Yang and others, 2008, p.1333

⁹⁶ Locke, p.320

⁹⁷ Martin Patchen, "Absence and Employee Feelings About Fair Treatment", **Personnel Psychology**, Vol.13, Issue 3, (1960), p.349

interpersonal relations with peers, unfairness contributed to the teacher dissatisfaction.⁹⁸ Another study found that good psychological work environment and supportive relations with colleagues provided higher level job satisfaction among nurses.⁹⁹

Satisfaction with supervisors: The behaviours of supervisors play an important role in job satisfaction. For example, a degree of supervisor support may affect employee's performance and job satisfaction or the supervisors' characteristics such as consideration and feedback can reduce role stress. A research conducted on 261 employees on food-service industry indicated that positive and concerned supervisory support has a positive impact on employee's job satisfaction.¹⁰⁰ Teven, found that the way the power used by supervisors and their nonverbal immediacy is significantly related to subordinate's job satisfaction. It was also found that supervisors' biological sex was not related to satisfaction.¹⁰¹ Saunders and his colleagues suggested that the employees are more likely to have a voice when they have a perception that their supervisors' are approachable and responsive.¹⁰²

Satisfaction with work itself: The employees who give an importance and valued to his/her job will be more satisfied. The general appearance of the job itself, the social and economic benefits, conditions of the work and work climate influence the job satisfaction. A survey on 770 subordinates on university hospital showed that there is a strong relationship between the work climate and job satisfaction.¹⁰³

The perception of individuals on their jobs is one of the predictors of job satisfaction. At this point, role ambiguity and role conflict play a critical role on job satisfaction. Hamner and Tosi suggested that role ambiguity was negatively correlated

⁹⁸ Thomas Sergiovanni, "Factors Which Affect Satisfaction and Dissatisfaction of Teachers", **Journal of Educational Administration**, Vol.5, Issue 1, (1967), p.66

⁹⁹ Bettina Piko, "Job Satisfaction and Dissatisfaction in Hungary: Nurses' Opinion of Their Profession in a Changing Society", **A Journal of Nursing Administration**, Vol.30, Issue 10, (2000), p.452

¹⁰⁰ Barry J. Babin, James S. Boles, "The Effects of Perceived Co-Worker Involvement and Supervisor Support on Service Provider Role Stress, Performance and Job Satisfaction", **Journal of Retailing**, Vol.72, No.1, (1996), p.70

¹⁰¹ Jason J. Teven, "Effects of Supervisors Social Influence, Nonverbal Immediacy, and Biological Sex on Subordinates' Perceptions of Job satisfaction, Liking and Supervisor Credibility", **Communication Quarterly**, Vol.55, No.2, (May 2007), p.155

¹⁰² David M. Saunders, "Employee Voice to Supervisors", **Employee Responsibilities and Rights Journal**, Vol.5, No.3, (1992), p.255

¹⁰³ Stina Fransson Sellgren and others, "Leadership Behaviours of Nurse Managers in Relation to Job Satisfaction and Work Climate", **Journal of Nursing Management**, 16, (2008), p.578

with job satisfaction.¹⁰⁴ Rizzo and his colleagues also found that role ambiguity and role conflict decrease the employee's job satisfaction but role ambiguity higher correlated than role conflict with the satisfaction.¹⁰⁵

An innovative work climate, the challenge of the job, flexible work hours may also influence job satisfaction. For example, a survey conducted on 160 male and female managers indicated that flexible work hours are closely related to organizational commitment and job satisfaction for those that have family responsibilities.¹⁰⁶ Keller and his colleagues' research on 11 countries, 658 industrial and 1033 academic R&D teams, indicated that job satisfaction and work climate are the key predictors of R&D team productivity.¹⁰⁷

A research conducted on 291 scientists working in R&D laboratories suggested that satisfaction was related to job characteristics such as the amount of control the job allowed the employee and the degree to which it is seen to be relevant to the employee's valued abilities. Satisfaction was not related to either self-rated effort or performance.¹⁰⁸

1.2.3 Measuring Job Satisfaction

There are two common approaches to the measurement of job satisfaction. The global approach assesses job satisfaction based on an individual's overall affective reaction to his or her job. The global approach is used when the overall or bottom line attitude is of interest, for example, if one wishes to determine the effects of people liking and disliking jobs.¹⁰⁹ By contrast the composite approach examines the pattern of attitudes a person holds regarding various facets of the job such as co-workers, fringe benefits, job conditions, nature of the work itself, policies and procedures, pay and supervision. Individuals' satisfactions are usually differing on the degree of these

¹⁰⁴ W.Clay Hamner, Henry L. Tosi, "Relationship of role conflict and role ambiguity to job involvement measures", **Journal of Applied Psychology**, Vol 59, 4,(Aug 1974), p.497

¹⁰⁵ John R. Rizzo and others, "Role Conflict and Ambiguity in Complex Organizations", **Administrative Science Quarterly**, Vol. 15, Issue 2, (Jun 1970), p.162

¹⁰⁶ Terri A. Scandura, Melenie J. Lankau, "Relationships of Gender, Family Responsibility and Flexible Work Hours to Organizational Commitment and Job Satisfaction", **Journal of Organizational Behaviour**, Vol.18, (1997), p. 377

¹⁰⁷ Robert T. Keller and others, "A Multinational Study of Work Climate, Job Satisfaction, and the Productivity of R&D Teams", **The Transactions of Engineering Management**, Vol.42, 1, (1996), p.48

¹⁰⁸ Edward E. Lawler, Douglas T. Hall, "Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation", **Journal of Applied Psychology**, Vol. 54, 4, (Aug 1970), p. 305

¹⁰⁹ Spector, 1997, p.3

facets.¹¹⁰ For example, one may very satisfied with payment but less satisfied with the job conditions. On the other hand, this approach can be very useful for the organizations to understand the part of the jobs produce satisfaction or dissatisfaction. So, they can make necessary improvements on the areas of dissatisfaction.¹¹¹

In practice, measuring job satisfaction usually means measuring several aspects of the job. Job Descriptive Index (JDI) is one of the most popular JS survey. It measures the five aspects of JS: Satisfaction with pay, job itself, promotional opportunities, supervisors and co-workers.¹¹² Because the scale is simple, easy to understand, appropriate to apply on all demographic samples and also measuring the different facets of job, it is usually preferred by the researchers. The researchers who used JDI found high reliability for many years. According to past surveys the reliability of the scale has been changed between 0.73 and 0.92.¹¹³ It can be also easily understood that the scale has also high validity.

Another scale is Spector's Job Satisfaction Survey (JSS) which assess nine facets of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication. The composite scale includes 36 items, four items per dimension.¹¹⁴

One of the common used questionnaires is Minnesota Satisfaction Questionnaire (MSQ). It is different from JDI or JSS in terms of the structure of the questionnaire design. The scales asks the respondents' degree of satisfaction with many facets of their present jobs like being able to keep busy all the time, the chance to make the use of one's abilities, the feeling of accomplishment one gets, the working conditions, the pay and amount of work one does. The short form of the scale includes 20 items which used mainly in the surveys.

Global Job Satisfaction is usually measured one, two or three items. The purpose of the scale is to measure the individual's overall satisfaction with his or her

¹¹⁰ Carly S. Bruck, Tammy D. Allan and Paul E. Spector, "The Relation Between Work-Family Conflict and Job Satisfaction: A Finer-Grained Analysis", **Journal of Vocational Behaviour**, 60, (2002), p.338

¹¹¹ Spector, 1997, p.3

¹¹² Dessler, p.401

¹¹³ L. R. Wheelless, V.E. Wheelless, and R.D.Howard "The Relationships of Communication with Supervisor and Decision-Participation to Employee Job Satisfaction", **Communication Quarterly**, 32, 8, (1984), p. 230

¹¹⁴ Carly S. Bruck, T.D. Allen and P.E. Spector, p.342

job. Assessment of overall satisfaction means sum of facet satisfactions.¹¹⁵ For example “All in all I am satisfied with my job,” “In general, I don’t like my job,” and “In general, I like working here”, “I frequently thinking of quitting this job” are some of the items used in that scale.

Beside the questionnaires, descriptive surveys can be used. In these surveys, participants respond the questions by using their own words. They can say whatever they can relating to their job that satisfied or dissatisfied themselves. Another way is to make interviews face-to-face with participants. It enables researchers to explore the attitudes more deeply than those highly structured questions.¹¹⁶

1.3. Organizational Justice

In this section, the definition of organizational justice and its dimensions will be discussed. The dimensionality problem of the organizational justice and the scales of perceived organizational justice will be presented in order to gain more insight of the subject.

1.3.1 Definition of Organizational Justice

According to Greenberg organizational justice is “perceptions of fairness and evaluations concerning the appropriateness of workplace outcomes or processes”.¹¹⁷ Folgar and Cropanzano define organizational justice as “the conditions of employment that lead individuals to believe they are being treated fairly or unfairly by their organizations”.¹¹⁸ Employees in the organizations are expected to be fairly treated and rewarded by the supervisors. Organizational justice is an essential requirement for the effective organizational management. It is predicted to help employees build trust in the supervisor and management and improve their work attitudes.

Organizational justice studies emerged in the early 1990’s to understand why and how people feel the way they do about their jobs. Much of this attention to justice is

¹¹⁵ Vida Scarpello and John P. Campbell, “Job Satisfaction: Are All the Parts There?”, **Personnel Psychology**, 36, (1983), p.579

¹¹⁶ Ayşegül Angı, “A Comprehensive Study Concerning the Job Satisfaction of the Instructors Associated with Student’s Evaluation”, (Doktora Tezi, Marmara Üniv.SBE, 2002), p.58-59

¹¹⁷ Remi Finkelstein, J.M. Poussard and M. Bastounis, “The Moderating Role of Seeking Social Support on Coping Styles and Perceptions of Organizational Justice: A Study with French and Turkish Students”, **Social Behaviour and Personality**, 37, 6, (2009), p.845

¹¹⁸ Robert Folger and R.Cropanzano, (1998). Organizational Justice and Human Resource Management. Thousand Oaks, CA: Sage. Cited in: Robert J. Parker, J.M. Kohlmeyer, “Organizational Justice and Turnover in Public Accounting Firms: A Research Note”, **Accounting, Organizations and Society**, 30, (2005), p.357

because of the important work-related consequences that have been linked to employees' perceptions of fairness within organizational contexts.¹¹⁹ For instance, it is suggested that employee's perception of fairness is a key predictor of the individual's performance, job satisfaction, organizational commitment, turnover intentions.¹²⁰ If employees perceive a lack of fairness, their morale declines, they became more likely to leave their jobs and they may even show withdrawal behaviours against the management. Organizational justice theory classifies thoughts and feelings of employees about the situations and interactions they are exposed during their organizational life and examines employee perception of fairness that is formed as a result of these expositions.¹²¹ This categorization has three dimensions: distributive justice, procedural justice and interactional justice.

In this research, we refer to Greenberg's definition as he describes organizational justice "perceptions of fairness and evaluations concerning the appropriateness of workplace outcomes or processes".¹²²

1.3.2 Dimensions of Organizational Justice

Distributive justice has been described the perceptions of fairness held by organizational members with regards to the distribution of resources or decided outcomes.¹²³ Distributive justice refers to the perceived fairness of the amount of the reward employees receive. Employees assess the value of their work they input (e.g. training and motivation) relative to the outcomes received from the organization. (e.g. pay, promotions)The relative distribution of salaries and benefits, merit pay, office space, and budgetary funds are examples of matters that employees often view through a distributive justice perspective. The early justice studies started with the distributive justice in 1960s with Adams's work on equity theory, emphasizing the perceived fairness of outcomes. It was thought that individuals only care about

¹¹⁹ E. Johnson Russell, C. Selenta and R.G. Lord, "When Organizational Justice and the Self-Concept Meet: Consequences for the Organization and Its Members", **Organizational Behaviour and Human Decision Processes**, 90, (2006), p.175

¹²⁰ Chia-Chi Chang and Alan J. Dubinsky, "Organizational Justice in the Sales Force: A Literature Review with Propositions", **Journal of Business-to-Business Marketing**, Vol.12, 1, (2005), p.36

¹²¹ Jerald Greenberg, "A Taxonomy of Organizational Justice Theories", **Academy of Management Review**, 12, (1987), p.10

¹²² Remi Finkelstein, J.M. Poussard and M. Bastounis, "The Moderating Role of Seeking Social Support on Coping Styles and Perceptions of Organizational Justice: A Study with French and Turkish Students", **Social Behaviour and Personality**, 37, 6, (2009), p.845

¹²³ Jason A. Colquitt, "On the dimensionality of organizational justice: A construct validation of a measure", **The Journal of Applied Psychology**, 86, (2001), p. 387. doi:[10.1037/0021-9010.86.3.386](https://doi.org/10.1037/0021-9010.86.3.386).

outcomes they receive. Therefore justice researchers investigated the effect of perceptions of outcomes on organizational variables. In 1970s researchers' focus has shifted to *procedural justice* that employees are not solely care about the outcome fairness but also the process by which that outcome is determined. Researchers began to focus on the employees' perception of process that outcome is determined and its impact on organizational variables.¹²⁴ Meanwhile the additional conceptualization of interactional justice emerged. *Interactional justice* is focused on the interpersonal side of organizational practices, specifically, the interpersonal treatment and communication by management to employees.¹²⁵

It has been suggested that there is a relationship between distributive justice and procedural justice. According to Folgar, the relationship between the two is complex.¹²⁶ They influence and also interact each other. For instance, procedural justice has a stronger impact when an outcome is unfair, and distributive justice has a stronger impact when a procedure is unfair. Schminke and his colleagues give an example of how an employee's focus may change according to outcomes, procedures or both.¹²⁷ If an individual receives a reward she deserves, she may not be happy with the process allowed her adequate input prior to the decision. Therefore, if she focuses on the process, she is likely to assess the situation as unfair. If she focuses on the outcome, she may feel that the situation is fair. Whereas Thibaut and Walker's (1975) study showed that when individuals received unfavourable outcomes, they evaluated an outcome more positively when they believed the process by which it was determined was fair.¹²⁸

Although the distinction between distributive and procedural justice was supported, it has been also questions by some researchers.¹²⁹ (e.g., Byrne & Cropanzano) Whereas Cohen-Charash and Spector's meta analysis on 190 studies samples found that there is distinction among three justice types (distributive justice,

¹²⁴ Chang, Dubinsky, p.40

¹²⁵ Yochi Cohen-Charash, P.E. Spector, "The Role of Justice in Organizations: A Meta-Analysis", **Organizational Behaviour and Human Decision Processes**, Vol.86, No.2, (November 2001), p.279

¹²⁶ R. Folger, "Distributive and procedural justice in the workplace", **Social Justice Research**, 1,1(1987), p.144

¹²⁷ Marshall Schminke, M.L. Ambrose, T.W. Noel, "The Effect of Ethical Frameworks on Perceptions of Organizational Justice", **Academy of Management Journal**, Vol.40, No.5, (1997), p.1191

¹²⁸ Thibaut, J., & Walker, L. 1975. **Procedural Justice: A psychological analysis**. Hillsdale, NJ:

Ertbaum. Cited in: Schminke, Ambrose, Noel, 1997, p.1191

¹²⁹ Cropanzano, Russell, Z. S. Byrne, "Workplace justice and the dilemma of organizational citizenship In M. VanVugt, T. Tyler, A. Biel (Eds.), **Collective Problems in Modern Society: Dilemmas and Solutions**. (p.142-161). London Routledge, (2000)

procedural justice and interactional justice). According to their findings, job performance and counterproductive work behaviours were mainly related to the procedural justice, whereas organizational citizenship behaviour was predicted by distributive and procedural justice. Although organizational commitment and trust related to procedural justice, most satisfaction measures were similarly related to all types of justice.¹³⁰

In procedural justice, it is important for employees to know that “equality of opportunity” rule is valid for everybody. According to Sheppard and Lewicki consistency across individuals is important in employee’s perception of procedural justice in his or her organization.¹³¹ Tyler found that employees evaluated the procedural justice through the assessment of interactions with their management. In assessing interactions, individuals examine several dimensions including the neutrality of organizational authorities in making decisions that affect the individual. Neutrality involves the honesty and potential bias of organization decision-makers and the appropriate use of factual information in the decision making process.¹³² Procedural justice has been found to be associated with mainly work out-comes such as performance, job satisfaction, extra-role behaviour, organizational commitment and turnover. (e.g., Lambert, Hogan, Griffin, 2007; Whisenant, Smucker, 2009; Olkkonen, Lipponen, 2006)

Another dimension of the organizational justice is interactional justice. This type of justice, extension of organizational justice is about the human side of the organizational practices. On the other hand, some scholars such as Greenberg (1993) distinguished interactional justice into two separate forms of justice named interpersonal justice and informational justice.¹³³ Interpersonal justice focuses on the sensitivity, politeness, and respect people are shown by authority figures during procedures. Informational justice focuses on the explanations or information provided by decision makers as to why certain procedures were used or why outcomes were distributed in a particular way—is this information thorough, reasonable, truthful, candid, and timely? In brief, the constructs of interpersonal and informational justice

¹³⁰ Cohen-Charash, Spector, p. 278

¹³¹ Blair H. Sheppard and R. Lewicki, “Towards General Principles of Managerial Fairness”, **Social Justice Research**, 1, (1987), p.161

¹³² Tom R. Tyler, “The Psychology of Procedural Justice: A Test of the Group-value Model”, **Journal of Personality and Social Psychology**, 57, (1989), p.831

¹³³ Jaclyn M. Nowakowski and D.E. Conlon, “Organizational Justice: Looking Back, Looking Forward”, **The International Journal of Conflict Management**, Vol.16, No.1, (2004), p.7

focus more on the statements and behaviour of the person in the role of decision maker rather than on the systemic or structural characteristics of procedures or outcomes themselves. On the other hand some scholars (E.g. Niehoff and Moorman) suggest that interactional justice is one of the dimensions of procedural justice. However, we can say that the literature mainly focuses on distributive and procedural justice and there is an ongoing discussion on interactional justice.¹³⁴

Interactional justice (interpersonal and informational justice) relates to the aspects of the communication process between the source and the recipient of justice, such as politeness, honesty, and respect.¹³⁵ It presents the perceived fairness of the interpersonal treatment received from the supervisor. Bies and Moag (1986, cited in Liao,Tai, 2006) found that employees are greatly influenced and affected by interactional justice and suggested that interactional justice is an individual's evaluation of the quality of interpersonal treatment experienced when organizational procedures are enact. Moreover, the findings showed that distributive justice or procedural justice influences employees through their perception of interactional justice.¹³⁶ Liao and Tai's study on 370 trainees also found that interactional justice mediates the relationship between distributive justice, procedural justice and motivation to learn.¹³⁷

Interactional justice also associated with similar outcomes such job satisfaction, organizational commitment and performance. According to Nowakowski and Conlon's meta-analytic findings, authority and job satisfaction is highly correlated with interactional justice. Whereas, they explored a weak relationship between performance and interactional justice.¹³⁸ Culture differences impact on organizational justice dimensions are also investigated by researchers. For example, Greenberg stated that interpersonal facets of justice are highly sensitive to differences in cultures.¹³⁹

¹³⁴ Sait Gürbüz, İ.S. Mert, "Örgütsel Adalet Ölçeğinin Geçerlik ve Güvenirlik Uygulaması: Kamuda Görgül Bir Çalışma", **Amme İdaresi Dergisi**, Vol.42, No.3, (Sep. 2009), p.120

¹³⁵ Yochi Cohen-Charash and P.E. Spector, p.281

¹³⁶ Bies, R. J. and Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiation in organizations* (Vol. 1, pp. 43-45). Greenwich, CT: JAI Press. Cited in: Wen Chin Liao, W.T. Tai, "Organizational Justice, Motivation to Learn, and Training Outcomes", **Social Behaviour and Personality**, 34, 5, (2006), p.548

¹³⁷ *Ibid*, p.545

¹³⁸ Nowakowski and Conlon, p.10

¹³⁹ Jerald Greenberg, "Studying Organizational Justice Cross-Culturally: Fundamental Challenges", **The International Journal of Conflict Management**, Vol.12, No.4, (2001), p.371

1.3.3 Measuring Organizational Justice

Measuring justice in the workplace has been differentiated depending on the dimensions but there are serious questions of reliability according to Brashear and his colleagues.¹⁴⁰ While the constructs measured with one or two items, justice can be measured according to dimensions such as distributive, procedural, interpersonal and informational. Because there has been no consensus on dimensionality of justice among scholars, different scales has been developed to measure perceptions of organizational justice.¹⁴¹ However, there are a few scales which mainly preferred to use in the studies and also were proved their reliability and validity over the years.

One of them is created by Donovan (1998) which measures the employee's perceptions of fairness of relationships in the workplace and interpersonal relations. The reliability and validity studies of the scale was made by Arzu Wasti in Turkey and the scale was found to be enough appropriate with its factors structure and consistency.¹⁴²

Following on his meta-analysis, Colquitt (2001) created a scale which measures distributive, procedural, interactional, and informational justice.¹⁴³ Distributive justice has 4 items, procedural justice has 7 items, interactional justice has 4 items and interpersonal justice has 6 items. Responses are made on a five-point Likert-type, ranged from 1 = *strongly disagree* to 5 = *strongly agree*. One of the sample items of belong to interpersonal dimension is, "Your supervisor has been candid in his/her communications with you." The scale is quite reliable according to studies. (E.g., Johnson, Selenta and Lord, 2006)¹⁴⁴

One of the most used scales is belong to Niehoff and Moorman (1993) which measures distributive and procedural justice. Distributive justice has one dimension and procedural justice has two dimensions which are formal procedures and interactional justice. Distributive justice scale consists of 5 items assessing the fairness of different outcomes (such as level of payment, work load, job responsibilities). "Formal procedures (six items) measure the degree to which job decisions included

¹⁴⁰ Thomas G. Brashear, C.M. Brooks and J.S. Boles, "Distributive and Procedural Justice in a Sales Force Context. Scale Development and Validation", **Journal of Business Research**, Vol.57,(2004), p.87

¹⁴¹ Gürbüz, Mert, p.118

¹⁴² Ibid, p.118

¹⁴³ Colquitt, 2001, p.392

¹⁴⁴ Russell E. Johnson, C. Selenta and R.G. Lord, p.181

mechanisms that insured the gathering of accurate and unbiased information, employee voice, and an appeals process. Interactional justice (nine items) measured the degree to which employees felt their needs were considered in, and adequate explanations were made for, job decisions.”¹⁴⁵ The scale is firstly used by Moorman (1991) with two dimensions and the third dimension, interactional justice is added later.¹⁴⁶

The mentioned Justice Scale has been used on Turkish textile sector (N=280) in order to understand the correlation between job satisfaction and organizational justice. According to results, each of the dimensions of organizational justice is positively related to job satisfaction but the correlation is much higher between interactional justice and job satisfaction.¹⁴⁷ The reliability and validity of Niehoff and Moorman’s scale was made by Gürbüz and Mert with the sample of 254 employees of public institution in Erzurum.¹⁴⁸

2. THE RELATIONSHIP BETWEEN ETHICS, JOB SATISFACTION AND ORGANIZATIONAL JUSTICE

There is a variety of empirical studies examining the relationship between ethics and work outcomes variables. Dickson and his colleagues argued that “managing ethical values in the workplace has many positive organizational outcomes, including the legitimization of managerial actions, improvement of trust in relationship between individuals and groups, enhancement of consistency in standards and qualities of products, and development of greater awareness of the impact of the values and messages sent by organizational leadership”¹⁴⁹. Below, some of the studies related to our research are discussed.

Valentine and Barnett found that sales managers’ organizational commitment is higher in the firms that have ethics codes than the others whose company’s did not

¹⁴⁵ Brian P. Niehoff and Robert H. Moorman, “Justice as a Mediator of the Relationship between Methods of Monitoring and Organizational Citizenship Behaviour”, **The Academy of Management Journal**, Vol.36, No.3, (June 1993), p. 537

¹⁴⁶ Ibid, p.537

¹⁴⁷ Fatma Yıldırım, “İş Doyumu ile Örgütsel Adalet İlişkisi”, **Ankara Üniv. SBF Dergisi**, 62, 1, (2007) p.266

¹⁴⁸ Gürbüz, Mert, 2009, p.125

¹⁴⁹ Marcus W. Dickson, D. Brent Smith and Mark Ehrhart, “An Organizational Climate regarding ethics: the outcome of leader values and practices that reflect them”, **The Leadership Quarterly**, 12, (2001), p.198

have ethics codes¹⁵⁰ Somers also indicated that accountants' organizational commitment is higher in their firms that have ethics codes rather than the others' employees whose firms have not ethics codes.¹⁵¹ Another research was conducted on business managers discovered that social responsibility fully or partly mediated the positive associations between four ethics program variables (ethics codes, ethics training, provided numbers of hours of ethics training ethics code communication,) and individual job satisfaction.¹⁵² In addition, codes that are effectively communicated across the company and understood well are likely to result in greater ethical behaviour.¹⁵³ Ferrell and Skinner also suggested that the companies that enforce ethics codes show higher levels of ethical behaviour.¹⁵⁴

The research conducted on 460 accounting and finance professionals indicated that corporate ethical values affect partly individual's work attitudes (job satisfaction and intention to exit) and perceived organizational support mediated the relationship between the variables.¹⁵⁵ Dickson and his colleagues discussed that the organizational climate regarding ethics have an effect on job satisfaction and organizational climate, in addition to job ambiguity and stress, through the mediating role of morale and cohesion¹⁵⁶ Schwepker also found that salespeople's perceptions of a positive ethical climate are positively associated with their job satisfaction and organizational climate.¹⁵⁷ According to Mulki and his friends, ethical climate reduce turnover intentions and also role stress and its negative effects. Therefore it effects the job satisfaction.¹⁵⁸ Furthermore the study showed that ethical climate promotes trust in the workplace and reduce interpersonal conflicts. Cullen, Koh&Boo and Mulki proved that positive ethical climate lead to positive work environment along with satisfied

¹⁵⁰ Sean Valentine and Tim Barnett, "Ethics Codes Awareness, Perceived Ethical Values, and Organizational Commitment", **Journal of Personnel Selling and Sales Management**, 23, (2003) p.359

¹⁵¹ Mark John Somers, "Ethical Codes of Conduct and Organizational Context: A study of the Relationship between Codes of Conduct, Employee Behaviour and Organizational Values. **Journal of Business Ethics**, 30, (2001), p.190

¹⁵² Sean Valentine and Gary Fleischman, "Ethics Programs, Perceived Corporate Social Responsibility and Job Satisfaction", **Journal of Business Ethics**, 77, (2008), p.159

¹⁵³ William W. Weeks and Jacques Nantel, "Corporate Codes of Ethics and Sales Force Behaviour: A Case Study", **Journal of Business Ethics**, 11, (October 1992), 753-760

¹⁵⁴ O.C. Ferrell and S.J. Skinner, "Ethical Behaviour and Bureaucratic Structure in Marketing Research Organizations", **Journal of Marketing Research**, 25, (February 1988), 103-109

¹⁵⁵ Sean Valentine, M.M. Greller and S.B. Richtermeyer, "Employee Job Responses as a Function of Ethical Context and Perceived Organizational Support", **Journal of Business Research**, 59, (2006), p.582

¹⁵⁶ Dickson, Smith and Ehrhart, p.212

¹⁵⁷ Schwepker, 2001, p.39

¹⁵⁸ Jay P. Mulki, Jorge F.Jaramillo and W.B. Locander, "Effect of Ethical Climate on Turnover Intention: Linking Attitudinal and Stress Theory", **Journal of Business Ethics**, (2008), Vol.78, p.559

employees are with their jobs, commitment to their job and less likely to quit.¹⁵⁹ Another research's results indicated that Management Information System professionals are more satisfied with various dimensions of their jobs when top management give a big importance to ethical behaviour and when they are optimistic about the relationship between ethics and the success of the firm.¹⁶⁰ A research on 1174 employees of Telecommunication firms found that self-interest ethical climate type negatively effects the work satisfaction whereas team interest, social responsibility, law and professional codes climate types have a positive impact on work satisfaction.¹⁶¹ Furthermore, research on nurses found that organizations can increase job satisfaction and organizational commitment by providing an ethical climate¹⁶²

Vitell and Singhapakdi's study was investigated the influences of two forms of ethics institutionalization (implicit and explicit) on job satisfaction, organizational commitment, esprit de corps of marketing professionals. The results revealed that, both the implicit and explicit of ethics tended to have positive impact on these three variables. However, implicit institutionalization was found to be more significant determinant of the variables.¹⁶³ Another point is the researchers, advice to study institutionalization of ethics within the context of different types of industries, cultures and professions.

Finally, the study conducted on 514 Thai HR managers found that implicit and explicit form of ethics institutionalization is positively related to quality of work life. Also, the results revealed that implicit form of ethics institutionalization and quality of work life have positive impacts on employee job related outcomes which are job satisfaction, organizational commitment and team spirit.¹⁶⁴

¹⁵⁹ Jay P. Mulki, F. Jaramillo and W. B. Locander, "Effects of Ethical Climate and Supervisory Trust on Salesperson's Job Attitudes and Intentions to Quit", **Journal of Personal Selling & Sales Management** , (2006), 26(1), p.19.

¹⁶⁰ Scott J. Vitell, D.L. Davis "The Relationship Between Job Satisfaction and Ethics: An Empirical Investigation", **Journal of Business Ethics**, (1990), Vol. 9, p.489

¹⁶¹ Meral Elçi, Lütfighak Alpkın, "The Impact of Perceived Organizational Climate on Work Satisfaction", **Journal of Business Ethics**, 84, (2009), p.297

¹⁶² Ming-Tien Tsai, Chun-Chen Huang, "The Relationship Among Ethical Climate Types, Facets of Job Satisfaction, and the Three Components of Organizational Commitment: A Study of Nurses in Twain", **Journal of Business Ethics**, (2007), 80, p.565

¹⁶³ Vitell and Singhapakdi, p. 343

¹⁶⁴ Kalayane Koonmee and others, "Ethics Institutionalization, Quality of Work Life, and Employee Job-Related Outcomes: A Survey on Human Resource Managers in Thailand", **Journal of Business Research**, (2009), p.1, doi:10.1016/j.busres.2009.01.006, p.1

As it is understood from the all empirical studies mentioned above, ethics and job satisfaction is closely related. When an individual believes that the organization behaves ethically and gives ethical decision, the one will feel more confident on the workplace and will make sure that ethics rules are there to help him/her in any ethical dilemma. Therefore a perception of working in an ethical work environment will make the employee more satisfied with the job. When we say ethics organizations, we are talking about the all types of relations in the workplace. These are honesty, equality and integrity, impartiality, justice, respect and so on. Organizational justice is one of the variables that most used in organizational behaviours studies. For example, if an employee has a perception that the management don't treat fairly to him/her or favour some of the colleagues, it is obvious that even though the codes and committee are placed and well established, there might be a problem of internalization of ethics in the organization. In fact, Watson and Weaver's research on executives of multinational firms indicated that the internalization of ethics is much more related to how often top management display concern about ethical issues. Whereas, it was not related to creating of ethics structures and policies.¹⁶⁵ Again, if an employee has a perception that the management doesn't treat fairly to him/ her, it will result in dissatisfaction. Individuals who believe that all of them are treated in a fairly manner and rewarded fairly will be more satisfied and the commitment to the organization will be higher.¹⁶⁶ In brief, if the employees have a negative organizational justice perception, their perception of organizational ethics and job satisfaction will be partly negative as well. Therefore, the found studies related to organizational justice, job satisfaction and ethics will be given below.

İşcan and Naktiyok suggested that normative, effective commitment and distributive, procedural justice are important determinants of organizational coherence and, employees whose organizational coherence is stronger have a higher job satisfaction and lower intention to leave.¹⁶⁷ Yıldırım also found that the negative or positive perception of organizational justice is related to job satisfaction. A positive relationship was found between distributive justice, procedural justice, interactional

¹⁶⁵ Sharon Watson and Gary R. Weaver, "How Internalization Effects Corporate Ethics: Formal Structures and Informal Management Behaviour", **Journal of International Management**, 9, (2003), p.75

¹⁶⁶ James B. Deconinck, C. Dean Stilwell , "Incorporating Organizational Justice, Role States, Pay Satisfaction and Supervisor Satisfaction, in a Model of Turnover Intentions", **Journal of Business Research**, Vol.57, 2004, p.227

¹⁶⁷ Ömer Faruk İşcan and Atılhan Naktiyok, "Çalışanların Örgütsel Bağdaşımının Belirleyicileri Olarak Örgütsel Bağlılık ve Örgütsel Adalet Algıları", **Ankara Üniv. SBF Dergisi**, 59, 1, p.181

justice, tenure, and perception of fairness in personal selection, appropriateness of the job to the one's capabilities, education and job satisfaction. However, negative relationship was determined between the perception of unfair behaviours to themselves and others and job satisfaction.¹⁶⁸ Sayın also proved that there is positive relationship between the perception of organizational justice, trust and job satisfaction in his thesis that was conducted on 190 employees.¹⁶⁹ Another research was made among high school coaches on their perception of organizational justice and job satisfaction. The results revealed that a strong linear relationship exists between the three justice dimensions (procedural, distributive and interpersonal) and four of the five satisfaction facets (work itself, supervision, co-workers, promotion).¹⁷⁰ DeConinck and Stilwell also indicated that "procedural justice was an important, direct predictor of supervision satisfaction, while distributive justice predicted pay satisfaction. Both justice variables were only indirect predictors of organizational commitment"¹⁷¹

Lastly, Özer and Urtekin made a survey on 670 white-collar personnel in Iron and Steel Company, Iskenderun and the results revealed that there are relations between the dimensions of organizational justice (distributive justice, procedural justice, interpersonal justice, informational justice) and job satisfaction. In particular, interpersonal and distributive justice perceptions have affects on job satisfaction of employees.¹⁷²

The studies research the organizational justice or fairness mainly focused on the relationships between job behaviours that are discretionary such as organizational citizenship behaviours.¹⁷³ (E.g. Blakely and others, 2005; Ali Asgari and others, 2008; Yi-Jung Chen and others, 2008). On the other hand, organizational ethics studies generally attributed the job outcomes (e.g. organizational commitment, job satisfaction) or contextual factors such as ethical climate or culture as stated above, but organizational justice has not been used as an independent contextual variable in those studies. Trevino and Weaver pointed out that the researches on organizational

¹⁶⁸ Yıldırım, p.253

¹⁶⁹ Ufuk Sayın, "Güven: İşletmelerde Algılanan Örgütsel Adalet ve İş Tatmini Arasındaki İlişkide Bir Aracı-Bir Uygulama", (Y.lisans Tezi, Atatürk Üniv. Sosyal Bilimler Enst., (2009), p.87

¹⁷⁰ Warren Whisenant and Micheal Smucker, "Organizational Justice and Job Satisfaction in Coaching", **Public Organiz. Rev.**, 9, (2009), p.157

¹⁷¹ James B. DeConinck and C. Dean Stilwell, p.225

¹⁷² Pınar S. Özer, Gülden E. Urtekin, "Örgütsel Adalet Algısı Boyutları ve İş Doyumu İlişkisi Üzerine Bir Araştırma", **Erciyes Üniv., İİBF Dergisi**, 28, (Ocak-Haziran 2007), p.107

¹⁷³ Gerald L. Blakely, Martha C. Andrews and Robert H. Moorman, "The Moderating Effects of Equity Sensitivity on the Relationship Between Organizational Justice and Organizational Citizenship Behaviours", **Journal of Business and Psychology**, Vol.20, No.2, (2005), p.259

justice and on organizational ethics often focused on similar behavioural outcomes. For example, unethical conduct of organizations may result in much different behaviour and some of them might be harmful to the organization. If an employee has a perception of unfair treatments, similarly harmful outcomes such as employee theft might be seen.

A research conducted on four large companies included 6300 employees found that the perception of organizational justice and ethics program follow-through influences the employees' harmful or helpful behaviours. When employees have a positive perception of organizational justice and perception of that the company follows up the ethics program strictly (E.g. employees who are caught violating the company's ethics and compliance policies are disciplined), less unethical behaviour and greater willingness to report problems will be seen.¹⁷⁴ The study also showed that the success of formal ethics programs is partly depend on whether employees perceive that the organizations behave themselves in a generally fair manner.

With all the empirical studies given above about the variables that we studied in this research, institutionalization of ethics, job satisfaction and organizational justice; we suggest that particularly the implicit forms of ethics are closely related to job satisfaction facets and organizational justice. Furthermore, as the literature indicates we also expect that there should be a positive relationship between perceived organizational justice and job satisfaction facets.

3. METHODOLOGY

The purpose of this research is to assess the impact of perceived institutionalization of ethics on R&D professional's job satisfaction and perceived organizational justice. With this main purpose, we conduct an on-line survey on R&D employees who has joined TUBITAK TUSSIDE's "R&D Engineers-Certificate Programs" for the last 3 years. We also aimed to investigate the relationship between perceived organizational justice and job satisfaction among R&D employees in our sample of frame.

Due to time and convenience reasons we relied on self-report questionnaires to measure institutionalization of ethics, job satisfaction and perceived organizational

¹⁷⁴ Linda Klebe Trevino, Gary R. Waver, "Organizational Justice and Ethics Program "Follow-Through": Influences on Employees' Harmful and Helpful Behaviour", **Business Ethics Quarterly**, Vol.11, Issue 4, (2001), p. 651-671

justice. With the cover letter, participants are requested to visit the web link in order to answer the questions. The professionals are also required to answer the demographic questions such as age, tenure, gender, experience, number of employees. The cover letter and the scales used in this research can found in Annex 1, 2, 3, 4 and 5.

3.1 The Purpose of the Study

In our quantitative research, our purpose is to investigate the perception of institutionalization of ethics, job satisfaction and organizational justice of some R&D professionals who has joined the TUBITAK TUSSE's "R&D Engineers-Certificate Programs" for the last 3 years.

Ethics and job satisfaction relationship was examined by many researchers and found that there is a high correlation between them.¹⁷⁵ Even though institutionalization of ethics scale is quite new, it has been studied on many professions by researchers such as sales people and nurses but not on R&D professionals. Understanding the role of ethics on R&D employee's job satisfaction and organizational justice, the organizations specially HR managers may recognize the different aspects of job satisfaction and have an opportunity to see the whole picture.

While the technology facilitates our lives, R&D studies should be questioned. The field has already faced some ethical issues such as waste disposal, computer viruses, malware, and information theft. Therefore, R&D field was examined for the first time with R&D professionals' perceptions. Moreover, one of the related fields to R&D professionals can be seen as science as the two areas impact each other very closely. Guterman's article indicates that "When scientists perceive injustice in their workplaces, particularly regarding how rewards are distributed, they are more likely to compromise their integrity".¹⁷⁶ In the same paper, DeVries's study on 3000 scientists found that one-third of the scientists acknowledged committing some form of research misbehaviour. Therefore, the link between the perception of justice and ethics are aimed to discover in the R&D field.

¹⁷⁵ Vitell and Sighapakdi, p.285

¹⁷⁶ Lila Guterman, "Sense of Injustice Can Lead Scientists to Act Unethically, Study Finds", **Chronical of Higher Education**, 52, 33, (2006), p. 2

Furthermore, ethics institutionalization scale was first used after Bakoğlu and Ustunoldu Kandemir's study.¹⁷⁷ Although, job satisfaction scale is used frequently by our researchers, Cellucci and DeVries's scale has never been used before according to our literature review. Hence we believed that with this research we will make an important contribution to ethics, justice and job satisfaction literature.

3.2 Theoretical Model of the Research

Regarding the literature presented in previous parts, we suggest the following theoretical research model:

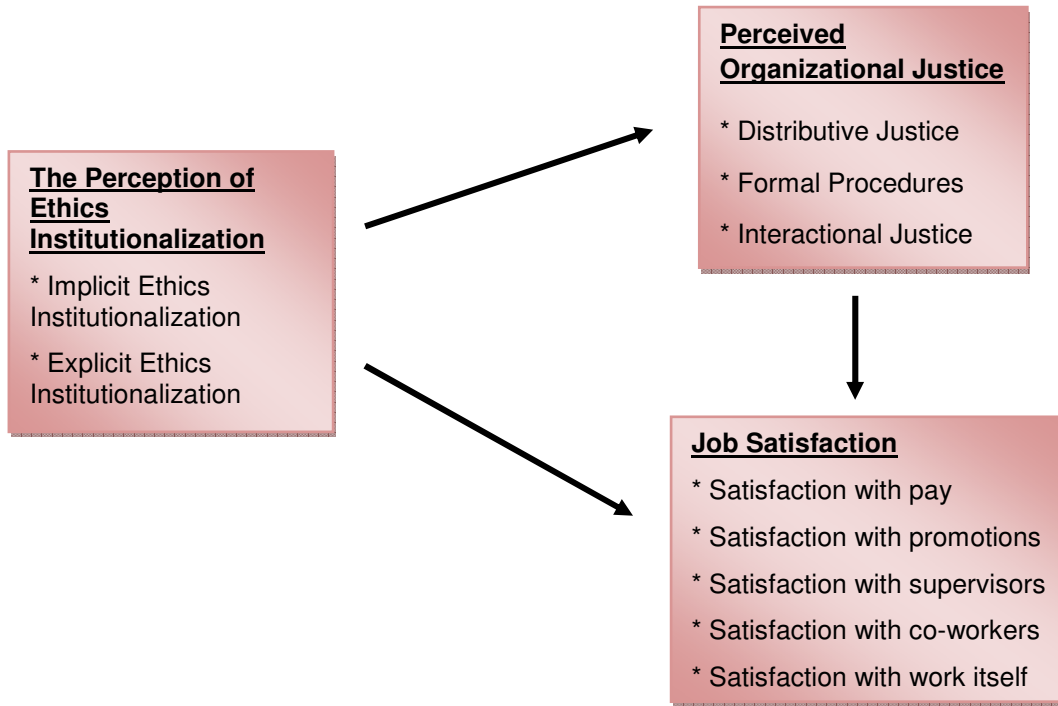


Figure 2. Theoretical Research Model

¹⁷⁷ Refika Bakoğlu Deliorman ve Ayşe Üstünoldu Kandemir, "Kamu Kurumu Niteliğinde Meslek Kuruluşları ve Etik", **Yolsuzluğun Önlenmesi İçin Etik Projesi: Kamu Etiği Akademik Araştırmaları** (Avrupa Birliği İnsan Hakları Komisyonu ve Başbakanlık Kamu Görevlileri Etik Kurulu Projesi), Cilt 2, Fersa Ofset Baskı Tesisleri, Ankara, (2009), p.13-103

3.3 Limitations

While this study contributes to the business ethics, justice and job satisfaction literatures, several limitations need to be addressed. First of all, the data for the study were collected with a mailed questionnaire instrument, so same-source bias could be a limiting factor. The survey response rate was also modest. Because the target sample is not easy to reach, the list of participants of R&D professionals who came to TUBITAK TUSSIDE for Certificate Program, were included in the sampling framework. Therefore our sample may not be representative of the total population of R&D employees as it was preferred nonprobability sampling method. However, as we are primarily investigating the relationships among constructs rather than generalizing to larger population, this shouldn't be a significant problem.

Another limitation was the time. We distribute the questionnaires through on-line which in order to prevent consuming time and money. In fact, later on, it was understood that this method spent more our time than we expected. Because the questionnaire is on-line, participants were tend to answer later or did not notice. Although it was preferred to send e-mails with a cover letter starting with the participant's name, respondents answered late or forgot to fill the questionnaire. Therefore, the mails sent three times and some phone calls made in order to encourage the participation. It should be also noted that the first e-mails were sent in December which is the busiest month for R&D professionals who were working hard in order to close the projects before the New Year comes. Therefore we had to spare two months in order to get the adequate responses to our questionnaire.

Because ethics is a sensitive issue, the respondents may likely to answer the questions without sincerity, particularly the implicit forms of ethics institutionalization. There is a possibility for the respondents to have answered the questions in "what should it be" manner rather than thinking the existing situation in their organization. Moreover, Turkish culture may not be allowed to respondents to reveal negative things.

Another limitation was the lack of literature that proves the impact of institutionalization ethics on justice and job satisfaction. Although there are some studies investigating the relationship between institutionalization of ethics and job satisfaction, these variables have not been studied together in Turkish cultural context. However, this research has tried to make a contribution to literature.

3.4 Research Instruments

In order to investigate the influence of ethics institutionalization on job satisfaction and perceived organizational justice we used three scales to measure the variables. The scales we used are; institutionalization of ethics, job satisfaction scale and organizational justice scale.

3.4.1 Institutionalization of Ethics Scale

The scale of institutionalization of ethics was developed by Singhapakdi and Vitell¹⁷⁸. The scale's dimensionality, reliability and validity were made by the scholars by testing the relationship between the institutionalization of ethics scale, job satisfaction and organizational commitment. The institutionalization of ethics construct has two separate dimensions: explicit and implicit institutionalization. Each item was measured using a five-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree. The scale has 7 reverse items.

The survey about the institutionalization of ethics has never been used in Turkey, therefore validity and reliability study was organized by Bakoğlu Deliorman and Üstünoldu Kandemir.¹⁷⁹ Five academicians who can speak the two languages as native speakers and experienced in social psychology and management, were asked to translate the original questions into Turkish. The researchers conjoined the five documents into one and the new document was back-translated into English by another academician who can speak the two languages as native speakers and experienced in management. Having compared the questions, two questions were re-translated. A pilot study was conducted on students in order to pre-test the expressions. Vitell and Singhapakdi (2007) found that the scale is quite reliable with 0.95 coefficient alpha for implicit and 0.92 coefficient alpha for explicit institutionalization of ethics. The scholars also assessed institutionalization of ethics for validity and found that "some degree of convergent validity for both institutionalization subscales."¹⁸⁰ They also assessed the construct validity by examining the relationship between this scale and both job satisfaction and organizational commitment. Moreover, Koonme and his/her colleagues also has been used the scale in Thailand culture and found quite reliable.

¹⁷⁸ Singhapakdi and Vitell, (2007), p. 284-294

¹⁷⁹ Bakoğlu Deliorman and Üstünoldu Kandemir, p.81

¹⁸⁰ Singhapakdi and Vitell, p.286

3.4.2 Job Satisfaction Scale

In order to measure job satisfaction among R&D engineers and managers, Managerial Job Satisfaction Questionnaire was used which had been developed by Cellucci and DeVries (1978).

The scale was adopted from the article of Scott J. Vitell and D.L. Davis¹⁸¹ which is examine the relationship between ethics and job satisfaction on Management Information Systems (MIS) professionals. The scale was also used to understand the relationship among ethical climate, job satisfaction and organizational commitment of Taiwan nurses by other researchers.¹⁸² The scale has five dimensions with four separate items per dimension. The five dimensions are as follows: (1) Satisfaction with pay, (2) Satisfaction with promotions, (3) Satisfaction with co-workers, (4) Satisfaction with supervisors and (5) Satisfaction with the work itself. Each item was measured using a five-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree. Thus, a low score indicates dissatisfaction and a high one satisfaction. The scale has 8 reverse items.

Although the Job Descriptive Index (JDI) created by Smith, Kendall and Hulin (1969) seemed to be similar with five dimensions (72 items) named exactly the same as the scale that used in this study, the construction of the JDI scale is different. For example, 9 short expressions are gathered under the “satisfaction with pay” dimension and each participant should answer the expression by “yes”, “no” or “not sure”.

Therefore, The National Thesis Center, YOK (www.yok.gov.tr) was searched in order to find translated version of the scale developed by Cellucci and DeVries and found that it has not been used. Since the scale has not been used, the reliability and validity of the scale in Turkish culture has not examined. Therefore the scale was translated into Turkish as follows in order to increase validity;

- Firstly, the scale was translated into Turkish by four different TUBITAK TUSSIDE researchers whom three of them doctoral students in Management and Organization at Sabanci University.

¹⁸¹ Vitell and Davis, 1990, 489-494

¹⁸² Ming-Tien Tsai, Chun-Chen Huang, 2007, 565-581

- The researcher herself also translated the scale and compared with the four different translations and tried to find the most appropriate and understandable one.

- The translated questionnaire was discussed with other researchers (different than the others) and made a few changes.

- Later, the questionnaire was reviewed by the thesis advisor and revised according to her comments.

- The translated questionnaire was finally shared with an academician for the back translation who was graduated from the Department of Foreign Language Education, ODTU and now a PhD candidate and researcher in the Department of Curriculum & Instruction, University of Wisconsin, Madison, USA.

- The back translated scale was compared with the original scale and made slight changes in only two items. The final version of the scale was distributed.

The scale has been used by many researchers and found to have acceptable reliability and validity (Vitell and David, 1990; Tsai and Huang, 2007)

3.4.3 Organizational Justice Scale

Justice Scale was developed by Niehoff and Moorman.¹⁸³ The scale has two dimensions with 20 items: Distributive justice and procedural justice. Distributive justice consists of five items measures the perception of fairness of different work out-comes such as pay level, work load, job responsibilities. Procedural justice has two dimensions: Formal procedures and interactional justice. Six items measure the formal procedures such as “Job decisions are made by the general manager in an unbiased manner” and nine items measures the interactional justice on the perception of employees whether their needs considered in and adequate explanations made for the job decisions. All items used a five-point response format. 1 indicates “strongly disagree” and 5, “strongly agree”.

Therefore, we measured the organizational justice with two scales: Procedural Justice Scale and Distributive Justice Scale. Cohen-Charash and Spector’s meta analysis showed that interactional justice is not an independent justice type at all, but

¹⁸³ Niehoff and Moorman, 1993

rather an antecedent of distributive and procedural justice¹⁸⁴ Indeed, Cropanzano and Greenberg consider that interactional justice as the social aspect of procedural justice because it contains two main elements: (a) pride and respect and (b) information justification.¹⁸⁵ Rupp and Cropanzano also found that employees perceived procedural justice of the leader and interactional justice to be similar.¹⁸⁶

The Justice Scale was used by Yıldırım (2007) and Gürbüz (2008 and 2009). Therefore, both researchers' translation was examined and cross check with the original scale. Yıldırım's translation was found to be more appropriate and made a few changes on the items. The decided translated scale was also assessed with the researchers at TUSSIDE in order to make sure that each item was understood well.

Yıldırım, found that the scale is reliable with 0.74 coefficient alpha for distributive justice, 0.85 for formal procedures and 0.92 for interactional justice. She also made validity studies with using Minnesota Job Satisfaction Scale to find relationship between job satisfaction and organizational justice. The correlation coefficients were found 0.38 for distributive justice, 0.62 for formal procedures and .68 for interactional justice.¹⁸⁷

Gürbüz and Mert also found that the scale is a reliable and valid instrument that can be used in measuring the perception of organizational justice in Turkey. They found 0.905 coefficient for the overall instrument. However, they also found that the factor structure is actually not fit with the original factor structure as six items were loaded in different components.¹⁸⁸

3.4.4 Demographic Variables

We asked the participants information about such as their age, gender, education, tenure in their current firm, position in their organization and so on.

Gender: Participants are requested to select either female or male options.

¹⁸⁴ Cohen-Charash, Spector, 2001

¹⁸⁵ Russell Cropanzano, Jerald Greenberg, "Progress in Organizational Justice: Tunneling Through the Maze", **International Review of Industrial and Organizational Psychology**, 12, (1997), p. 352

¹⁸⁶ D. E. Rupp, R. Cropanzano, "The Mediating Effects of Social Exchange Relationship in Predicting Workplace Outcomes from multifoci Organizational Justice", **Organizational Behaviour and Human Decision Process**, 89, (2002), p.925

¹⁸⁷ Yıldırım, p.264

¹⁸⁸ Gürbüz and Mert, p.117

Age: Participants are requested to report their age.

Education: Participants are requested to which school degree they have (e.g. high school, university, post-graduate or PhD)

Organization Tenure: Participants are requested to indicate the number of years they have been working in their current organization.

Experience: Participants are requested write down total years of experience in their career development, including all the jobs done so far.

Position: Participants are requested to indicate their position by selecting one of the four options:

- 1) Top manager (General Manager, General manager assistant etc.)
- 2) Middle manager (R&D Manager, R&D Chief etc.)
- 3) R&D Expert (Software engineer, system engineer etc.)
- 4) Other

Sector: Participants are requested in which sector they are involved in by selecting one of the category: Information technology, Material, Genetic, Electronic, Energy & Environment, Biotechnology, Nutrition and other. These sectors were decided after the meeting with TUBITAK Marmara Research Centre's Manager.

Employees: Participants are requested to report the number of employees that work in their organization

The organization's age: Participants are requested to indicate that how many years that the organization has been operating in the sector.

The identity of the organization: Lastly participants are requested whether the organization is national, international (foreign) or joint venture in order to understand whether the perception of employees is changing according to organizations' identity.

3.5 Sample and Data Collection

R&D professionals were selected as a frame of reference for this study because, within business, they may across many ethical issues. For example, to deal with hazardous waste of R&D studies are one of the issues. Patent rights, reveal a confidential secret or to copy the competitor's design, computer viruses are some of the ethical issues in the field. Another reason by choosing the R&D sector is, other professions such as accounting, finance, and marketing are well-established considering the development of their ethic codes and values in previous years compare to R&D professionals. Furthermore, R&D studies are quite new in Turkey when compare with Europe or the USA. As an example, Techno parks were established in 1950's in America whereas in Turkey, with the support of TUBITAK the first Techno park was established in Gebze distinct in 1992. R&D field is so young that it has little historical precedent for dealing with ethical issues. Also, there are few laws designed to regulate the field and those laws that exist are difficult to enforce.¹⁸⁹ (Law no: 5746, 28/02/2008, Araştırma Geliştirme Faaliyetlerinin Desteklenmesi Hakkında Kanun. Law no: 4691, Teknoloji Geliştirme Bölgeleri Kanunu) Another point is, in Turkey, the researches in R&D field are also very limited especially in the organizational behaviours field such as job satisfaction or organizational commitment. The impact of R&D studies to the company's performance, R&D firms or department's structures, R&D professional's carrier developments are commonly the researched areas.

While the existence of ethical problems in R&D area has been addressed previously* (E.g. Cerrah, 2001; Memduhoğlu, 2007; Atabek, 2006), no empirical research has been conducted to determine the views of R&D professionals concerning the relationships between perceived ethics, job satisfaction and organizational justice.

3.5.1 Pilot Sample and Study

Firstly, a pilot study was run on R&D engineers and managers in order to analyse scales' reliabilities and pre-test the expressions. The sample data was gathered from one of the R&D firms, specialized in information systems which was located in Marmara TÜBİTAK Technopark, Gebze. 38 responses were analyzed in the

¹⁸⁹ İstanbul Yeminli Mali Müşavirler Odası, **Ar-Ge Mevzuatı ve Hibe Şeklindeki Ar-Ge Desteklerinin Tabi Olması Gerektiği İşlem**, İstanbul, Mart 2009, p.6

* For further information please look: İbrahim Cerrah, "Bilişim Teknolojileri ve Etik", **Turkish Journal of Police Studies**, 4, 1-2, (2001), p.137-155; Ümit Atabek, "Türkiye'de Bilgi İletişimi Teknolojileri: Bir Etik Tartışma Alanı Olarak Yazılım Korsanlığı", **İletişim Kuram ve Araştırma Dergisi**, 23, (2006), p.55-62; Hasan Basri Memduhoğlu, "Bilimsel Araştırma ve Yayın Etiği", **Milli Eğitim**, 173, (Kış 2007), p.27-38

pilot study. Reliability analysis of scales was found quite satisfactory and no item was changed. Therefore, the same scales have also been used for the main study.

Table 1: Institutionalization of Ethics Scale

Factor 1. Explicit Institutionalization	
1	My organization does not have an ethics committee or team that deals with ethical issues in the organization ®
2	In order to prevent misconduct within my organization, there are training programs to create an effective ethical culture
3	My organization does not have a top-level person(s) responsible for ethics compliance programs ®
4	Top management is not involved in ethical training programs ®
5	My organization does not have training programs that effectively communicate ethical standard and policies ®
6	Top management evaluates the ethics training programs on a regular basis
7	My organization does not conduct ethics audits on a regular basis ®
Factor 2. Implicit Institutionalization	
8	Top management has established a legacy of integrity for the organization
9	Top management believes that ethical behaviour, not just legal compliance, is paramount to the success of the organization
10	In my organization there is a sense of responsibility among employees for maintaining an ethical reputation
11	Top management in my organization accepts responsibility for unethical and illegal decision making on the part of employees
12	There is open communication between supervisors and subordinates to discuss ethical conflicts and dilemmas
13	Some employees in my organization are allowed to perform certain questionable actions because they are successful in achieving their organizational objectives ®
14	In my organization, there are no rewards for good ethical decisions ®
15	There is a shared value system and an understanding of what constitutes appropriate behaviour in my organization
16	Top management believes that our organization should help to improve the quality of life and the general welfare of society

® Items are reverse coded

Table 1 shows the items of “Institutionalization of Ethics” with the two dimensions as it was stated in the literature. KMO value should be over than 0.5 to make factor analysis¹⁹⁰ and it was found 0.818. In the pilot study, ethics institutionalization scale’s Cronbach’s alpha reliability was found as 0.889. The reliability of the scale’s dimensions was given in Table 2.

¹⁹⁰ Şeref Kalaycı, **SPPS Uygulamalı Çok Değişkenli İstatistik Teknikleri**, 2th Edition, Ankara: Asil Yayınevi, 2009, p.322

Table 2: Reliability of Institutionalization of Ethics Dimensions

Dimensions	Number of items	Alpha
Explicit institutionalization	7	0.880
Implicit Institutionalization	9	0.838

In our pilot study, Job Satisfaction Scale was found to be reliable, with a coefficient alpha of 0.943. KMO and Bartlett's Test value was found high enough 0.720 for the factor analysis. The original scale with its dimensions can be found in Table 3. The scale has five dimensions: satisfaction with pay, promotions, co-workers, supervisors and work itself.

Table 3: Job Satisfaction Scale

Satisfaction with pay
1. My organization pays better than competitors
2. My pay is adequate, considering the responsibilities I have
3. I am underpaid for what I do
4. My fringe benefits are generous
Satisfaction with promotions
5. I do not like the basis on which my organization promotes people
6. Promotions are infrequent in my organization
7. If I do a good job, I am likely to get promoted
8. I am satisfied with my rate of advancement
Satisfaction with co-workers
9. The people I work with do not give me enough support
10. When I ask people to do things, the job gets done
11. I enjoy working with the people here
12. I work with responsible people
Satisfaction with supervisors
13. The managers I work for back me up
14. The managers I work for are "top notch"
15. My superiors don't listen to me
16. My management doesn't treat me fairly
Satisfaction with work itself
17. My job is interesting
18. I feel good about the amount of responsibility in my job
19. I would rather be doing another job
20. I get little sense of accomplishment from doing my job

Table 4 indicates that the individual dimensions are reliable in our pilot study, in terms of their internal consistency with the lowest coefficient alpha being 0.715 for promotion satisfaction. In Vitell and Davis's study promotion satisfaction was also found to be has lowest alpha of 0.761.¹⁹¹

Table 4: Reliability of Job Satisfaction Dimensions

Dimensions	Number of items	Alpha
Pay satisfaction	4	0.854
Promotion satisfaction	4	0.715
Co-worker satisfaction	4	0.815
Supervisor satisfaction	4	0.889
Work itself satisfaction	4	0.830

In the pilot study, Justice Scale was also found to be quite reliable with the high coefficient alpha as 0.969. KMO and Bartlett's Test value was found as 0.826. The scale with its dimensions can be found in Table 5.

Table 5: Justice Scale

Distributive justice
1. My work schedule is fair
2. I think that my level of pay is fair
3. I consider my work load to be quite fair
4. Overall, the rewards I receive here are quite fair
5. I feel that my responsibilities are fair
Formal procedures
6. Job decisions are made by the general manager in an unbiased manner
7. My general manager makes sure that all employee concerns are heard before job decisions are made
8. To make job decisions, my general manager collects accurate and complete information
9. My general manager clarifies decisions and provides additional information when requested by employees
10. All job decisions are applied consistently across all affected employees
11. Employees are allowed to challenge or appeal job decisions made by the general manager

¹⁹¹ Vitell and Davis, p.490

Table 5: Justice Scale (Cont'd)

Interactional Justice
12. When decisions are made about my job, the general manager treats me with kindness and consideration
13. When decisions are made about my job, the general manager treats me with respect and dignity
14. When decisions are made about my job, the general manager is sensitive to my personal needs
15. When decisions are made about my job, the general manager deals with me in a truthful manner
16. When decisions are made about my job, the general manager shows concern for my rights as an employee
17. Concerning decisions made about my job, the general manager discusses the implications of the decisions with me
18. The general manager offers adequate justification for decisions made about my job
19. When making decisions about my job, the general manager offers explanations that make sense to me
20. My general manager explains very clearly any decision made about my job

For the three justice dimensions a coefficient alpha was found as follow as in the original version of the scale: distribution justice, 0.74; formal procedures, 0.85; interactional justice, 0.92¹⁹² At Yildirim's study, dimensions of scale's alpha was found 0.81, 0.89 and 0.95 as in the same order. Niehoff and Moorman indicated that both dimensions (procedural and distributive justice) had reliabilities above 0.90.¹⁹³

In Table 6, reliability of justice dimensions of our pilot study can be found which are quite satisfactory.

Table 6: Reliability of Justice Scale Dimensions

Dimensions	Number of items	Alpha
Distributive Justice	5	0,901
Formal Procedures	6	0,857
Interactional Justice	9	0,962

¹⁹² Vitell and Davis, p. 541

¹⁹³ Niehoff and Moorman, 1993

3.5.2 Research Sample and Study

Data-collection was performed through a mailed questionnaire. The survey was prepared on-line and sent to target sample. Due to a few organizations' security prevention, we had to send the survey on word document taking into consideration of participants warnings. The participants targeted as a sampling frame are R&D employees whose organizational position ranged from computer programmer, to manager. Due to satisfactory results of a pilot study, it was not needed to add any new item nor have any changes been made. Therefore, it has been decided to include the pilot sample in the main study.

For the research sample, we used the participants list of R&D employees that joined TUBITAK TUSSIDE's "R&D Engineers- Certificate Programs" for the last 3 years. Therefore we use convenience sampling that one of the methods of non probability sampling. We especially excluded TUBITAK Institutes from the list as the Certificate program has also been implemented the researchers of these institutes. Therefore, the survey has been sent to via e-mail with a cover letter to each participant. It has been designed a link for the questionnaire to make sure that it can be filled easily and takes less time. Totally 123 e-mail was not returned as a delivery failure and from them 92 responses were received, with a response rate of %70. With the 38 pilot samples, our research sample consists of 130 R&D employees. It took two months to collect the responses. During to this period the questionnaire has been sent three times in order to make the response rate high.

3.6. Data Analysis and Findings

Analyses of the data conducted through the questionnaire presented in the previous part. We analysed the quantitative data through Statistical Package of Social Sciences (SPSS for Windows 17.0). The data gathered from the likert scale items, open-ended questions and the multiple-choice items were analyzed through descriptive statistics in the SPSS. After the analyses of each item, the total frequency and percentage rates of the responses were presented in the form of tables.

In this study, we used three scales in order to assess the perception of ethics institutionalization, job satisfaction and organizational justice. All three scales have been composed of five-point likert type items. Likert-scale is used in many

questionnaires with a purpose of scaling the items and it provides results with high reliability. The last part of the questionnaire is about the demographic information of R&D professionals such as age, gender, organization tenure, work experience, education level. “Multiple choice” and “open-ended” type of questions was used in this part in order to get exactly accurate answers from the participants. With all scales our questionnaire includes 56 items in total. Our sample consists of 130 R&D professionals.

Table 7 gives descriptive statistics of all scales’ dimensions that have been found after the factor analysis in this research. As Table 7 indicates, the overall mean of implicit institutionalization (M=3,593) is higher than explicit institutionalization. Respondents have a perception of the degree of implicit institutionalization is higher than explicit institutionalization of ethics in their organization. Furthermore, R&D professionals are most satisfied with the work itself they do (M=3,746). Cronbach’s alpha reliability of all the scales (N=56) was found to be quite satisfactory, 0.967. (Table 8) For the reliability of the scale Cronbach’s alpha value should be 0.70 and above.¹⁹⁴

Table 7: Descriptive Statistics of all Dimensions of the Scales

Scales	Dimensions	N=(130) Mean	Std. Deviation
Institutionalization of Ethics	Explicit Institutionalization	2,702	1,126
	Implicit Institutionalization	3,593	0,867
	Ethical practices	2,585	1,006
Job Satisfaction	Satisfaction with pay	2,840	1,018
	Satisfaction with promotions and others	3,407	0,823
	Satisfaction with work itself	3,746	0,850
Organizational Justice	Individual justice	3,399	0,917
	Formal procedures	3,143	0,973

¹⁹⁴ Yahşi Yazıcıoğlu, Samiye Erdoğan, **SPSS Uygulamalı Bilimsel Araştırma Yöntemleri**, 1.Baskı, Ankara: Detay Yayıncılık, 2004, p. 158

Table 8: Item-Total Statistics of all Scales

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
A1_r	181,33	1429,505	,267	,963
A2	181,30	1428,759	,326	,963
A3_r	181,27	1430,465	,278	,963
A4_r	181,22	1412,926	,473	,962
A5_r	181,44	1417,858	,396	,963
A6	181,37	1430,876	,310	,963
A7_r	181,25	1427,719	,298	,963
A8	180,17	1394,268	,713	,961
A9	180,21	1412,245	,573	,962
A10	180,22	1411,644	,626	,962
A11	180,84	1428,997	,356	,963
A12	180,63	1401,954	,646	,962
A13_r	180,35	1412,823	,501	,962
A14	180,51	1477,361	-,156	,965
A15	180,56	1403,483	,651	,962
A16	180,16	1409,059	,614	,962
B17	180,13	1400,709	,775	,961
B18	181,00	1400,109	,640	,962
B19	179,91	1429,594	,419	,962
B20	181,40	1399,460	,630	,962
B21_r	181,18	1422,476	,381	,963
B22	180,65	1400,745	,669	,962
B23	180,85	1403,548	,609	,962
B24_r	180,23	1420,399	,503	,962
B25_r	180,06	1406,824	,644	,962
B26	180,29	1423,581	,527	,962
B27	181,09	1423,375	,478	,962
B28	180,19	1413,184	,646	,962
B29	180,33	1403,331	,716	,961
B30_r	181,31	1462,091	-,005	,964
B31_r	180,25	1408,532	,661	,962
B32_r	180,57	1403,184	,652	,962
B33_r	181,14	1399,215	,637	,962
B34	180,69	1416,637	,521	,962
B35_r	181,43	1512,668	,518	,966
B36	181,47	1411,423	,561	,962

A items: Ethics Institutionalization; B items: Job Satisfaction; C items: Organizational Justice
 _r: reverse coded items

Table 8: Item-Total Statistics of all Scales (Cont'd)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C37	180,76	1403,465	,680	,962
C38	180,95	1401,217	,652	,962
C39	180,74	1398,786	,748	,961
C40	180,63	1403,314	,766	,961
C41	180,26	1405,961	,739	,961
C42	180,37	1399,126	,770	,961
C43	181,34	1411,586	,592	,962
C44	181,12	1402,406	,710	,961
C45	180,48	1405,033	,710	,961
C46	180,54	1396,891	,703	,961
C47	180,83	1405,627	,616	,962
C48	180,60	1401,882	,733	,961
C49	180,31	1400,028	,776	,961
C50	180,58	1401,542	,762	,961
C51	180,45	1388,968	,847	,961
C52	180,57	1387,043	,846	,961
C53	180,55	1396,296	,784	,961
C54	180,64	1399,716	,743	,961
C55	180,53	1393,469	,819	,961
C56	180,71	1392,675	,770	,961

3.6.1 Demographic Data

As Table 9 indicates men filled the questionnaires more. The youngest respondent's age is 23 and the oldest respondent's age is 60. 35% of the sample is 35 years old and over. 50,8% of the respondents have graduated from university and 33% of them have a post-graduate degree.

Table 9: The Gender, Age and Education of the Respondents

Variable	Demographics	Frequency	Valid Percent
Gender	Female	35	26,9
	Male	95	73,1
	Total	130	100,0
Age	23-28 years	40	30,8
	29-34 years	44	33,8
	35 years +	46	35,4
	Total	130	100,0

Table 9: The Gender, Age and Education of the Respondents (Cont'd)

Education	High school	2	1,5
	Collage	6	4,6
	Graduate	66	50,8
	Post-graduate	43	33,1
	Doctoral	13	10,0
	Total	130	100,0

As shown in Table 10, 37,7% of the respondents have an experience more than 12 years. When we looked at the years that have been spent in the organization, in other words, organization tenure, 41 of the respondents have been working in their organizations more than 8 years. When positions are assessed, it can be seen that 50 of the respondents are R&D middle managers and 69 of them are R&D experts.

Table 10: The Work Experience, Tenure and Position of the Respondents

Variable	Demographics	Frequency	Valid Percent
Total experience	5 years and less	47	36,2
	6-11 years	34	26,2
	12 years +	49	37,7
	Total	130	100,0
	Organization tenure	1 year and less	18
2-4 years		47	36,2
5-7 years		24	18,5
8 years +		41	31,5
Total		130	100,0
Position		Top manager	7
	Middle manager	50	38,5
	Expert	69	53,1
	Other	4	3,1
	Total	130	100,0

When we examined Table 11, the organizations have been operating from 1-9 years to more than 20 years. 53% of the organizations have been operating in the sector 20 years and more. Furthermore, most of the respondents' organizations are having operations nationally (63%)

Table 11: The Organization's Age, and the Identity of the Organization

Variable	Demographics	Frequency	Valid Percent
Organization age	1-9 years	43	33,1
	10-19 years	18	13,8
	20 years +	69	53,1
	Total	130	100,0
The identity of the organization	Foreign and joint venture	48	36,9
	National	82	63,1
	Total	130	100,0

In Table 12, there are 8 chooses for R&D professionals in order to select one of them according to their sector. It can be recognized that most of the respondents (N=47) are from Information Technology sector, second comes Energy and Environment sector. When we examined the number of employees, it was found that 44,4% of the respondents are working at the small organizations (1-99 employees) and 36,5% of the respondents are working at the big organizations having 400 and more employees.

Table 12: The Sector and the Number of Employees

Variable	Demographics	Frequency	Valid Percent
Sector	Inf. Technology	47	36,2
	Material	13	10
	Gen	10	7,7
	Electronic	7	5,4
	Energy&Environment	38	29,2
	Biotechnology	5	3,8
	Nutrition	6	4,6
	Others	4	3,1
	Total	130	100
The number of employee	1-99 employees	56	44,4
	100-199 employees	14	11,1
	200-299 employees	7	5,6
	300-399 employees	3	2,4
	over 500 employees	46	36,5
	Total	126	100,0
	Missing System	4	
	Total	130	

3.6.2 Factor Analysis of Scales

3.6.2.1 Ethics Institutionalization

The 16 item scale to measure institutionalization of ethics was developed by Vitell and Singhapakdi (2007). It was found by the researchers that the scale is reliable, with a coefficient alpha of 0.861.¹⁹⁵ In our research sample, ethics institutionalization was found to be quite reliable with coefficient alpha of 0.873. As mentioned in the previous pages, the original scale has two dimensions: explicit and implicit institutionalization. Explicit forms of institutionalizing ethics means that ethical behaviour is formally expressed, such as codes of ethics, ethics trainings, and ethics committees. Implicit forms of institutionalizing ethics means that ethical behaviour is implied but not directly expressed such as ethical leadership and ethical culture¹⁹⁶ In Vitell and Singhapakdi's study, the first factor, explicit institutionalization had a coefficient alpha of 0.870, and the second factor, implicit institutionalization, had a coefficient alpha of 0.920.¹⁹⁷ In our sample, we found the first factor 0.844, and the second 0.842 separately.

Factor analysis was performed on 16 items used to measure perception of institutionalization of ethics. KMO and Bartlett's Test value was found high enough 0.861 for the factor analysis. According to results of the factor analysis in order to determine the dimensions of the institutionalization of ethics, it was found that in terms of sample of the research there are three instead of two factors as difference from the literature. The total variance explained for the three factor solution is 58,046% (eigenvalues more than 1).

These factors are; implicit and explicit institutionalization, and efficiency in ethical practices. The factor of efficiency in ethical practices may occurred an independent dimension from the others as it may come from the commonly observed perception of the practice and training/education distinction in Turkish Culture.¹⁹⁸ Furthermore "rewards given for good ethical decision" might be perceived a part of education system. In Bakoğlu Deliorman and Üstünoldu Kandemir's study (2009) it was also found that the scale had three dimensions.

¹⁹⁵ Singhapakdi and Vitell, p.294

¹⁹⁶ Ibid, p.285

¹⁹⁷ Ibid, p.289

¹⁹⁸ Bakoğlu Deliorman and Üstünoldu Kandemir, p.17

As a result of the factor analysis, three items were loaded under the third factor which can be seen in Table 13 with the mean of each item. “In my organization, there are no rewards for good ethical decisions” was found to be under the efficiency in ethical practices; however it should be under the implicit institutionalization as the literature indicates. On the other hand this item was the least loaded item in the original scale (0.494)¹⁹⁹. In our study, the item was also the least loaded one (0.454). For the rest two items should be under the explicit forms of ethics institutionalization according to literature but in our research sample these two items differentiated from explicit institutionalization. Moreover, when we examined the mean of the new dimension, it was found 2.585 which also considered that the respondents between “not sure” and “don’t agree”.

As Table 13 indicates, the respondents believe that top management has a legacy of integrity for the organization (M=3.81) and the employees are quite willing to protect their organizations’ ethical reputation on the means basis (M=3.78). Furthermore, they have a higher perception that that top management believes that ethical behaviour is paramount to the success of the organization (M=3.77). However, efficiency in ethical practices’ items has lower means compare to other items.

¹⁹⁹ Singhapakdi and Vitell, p.293

Table 13: Factor Analysis of Institutionalization of Ethics Scale

Items (N=16)	Mean	Factor Loadings		
		Implicit Inst.	Explicit Inst.	Efficiency in Ethical Practices
% Variance		25,845	18,45	13,751
My organization does not have a top-level person(s) responsible for ethics compliance programs	2,75		,808	
Top management is not involved in ethical training programs	2,79		,756	
My organization does not have an ethics committee or team that deals with ethical issues in the organization	2,68		,738	
My organization does not have training programs that effectively communicate ethical standards and policies	2,55		,689	
My organization does not conduct ethics audits on a regular basis	2,74		,581	
Top management in my organization accepts responsibility for unethical and illegal decision making on the part of employees	3,16	,611		
Top management has established a legacy of integrity for the organization	3,81	,831		
Top management believes that ethical behaviour, not just legal compliance, is paramount to the success of the organization	3,77	,774		
In my organization there is a sense of responsibility among employees for maintaining an ethical reputation	3,78	,766		
There is a shared value system and an understanding of what constitutes appropriate behaviour in my organization	3,42	,712		
There is open communication between superiors and subordinates to discuss ethical conflicts and dilemmas	3,35	,668		
Top management believes that our organization should help to improve the quality of life and the general welfare of society	3,82	,667		
Some employees in my organization are allowed to perform certain questionable actions because they are successful in achieving their organizational objectives	3,64	,552		
In order to prevent misconduct within my organization, there are training programs to create an effective ethical culture	2,68			,822
Top management evaluates the ethics training programs on a regular basis	2,62			,789
In my organization, there are no rewards for good ethical decisions	2,47			,454

KMO and Bartlett's Test 0.861

After the factor analysis of the scale, the reliability of each dimension was given in Table 14 which is quite satisfactory with the lowest alpha of efficiency in ethical practices (.651)

Table 14: Reliability of Ethics Institutionalization Dimensions in Our Study

Dimensions	Coefficient Alpha
1. Explicit institutionalization	0.829
2. Implicit institutionalization	0.866
3. Efficiency in ethical practices	0.651

3.6.2.2 Job Satisfaction

In order to measure job satisfaction, the Managerial Job Satisfaction Questionnaire developed by Cellucci and DeVries (1978) was used. Although, the scale has been used by many researchers in different sectors in different countries (E.g. Vitell and Davis, 1990; Ming-Tien Tsai, Chun-Chen Huang, 2007), it has not been used in Turkey so far according to our literature search. Because the scale has also been conducted on Management Information System (MIS) professionals, we would rather prefer to use this scale as our sample also consists of similar occupations. Therefore, it was translated into Turkish and tested in the pilot study. Five different dimensions of job satisfaction were measured using four separate items per dimension. Five-point likert scale was used, with 1 representing “strongly disagree” and 5 representing “strongly agree”. The scale has 8 reverse items and the items were mixed between dimensions in order to prevent carelessness of participants.

In our research sample, the scale was found quite reliable with a coefficient alpha of 0.918. Table 15 indicates that the original individual dimensions are reliable considering their internal consistency with the highest coefficient alpha being 0.835 for pay satisfaction and the lowest being 0.550 for promotion satisfaction. In Vitell and Davis’s study, promotion satisfaction was taken the lowest alpha value too, 0.761.²⁰⁰

²⁰⁰ Vitell and Davis, p.490

Table 15: Reliability of Job Satisfaction Dimensions

Dimensions	Coefficient Alpha
1. Pay satisfaction	0.835
2. Promotion satisfaction	0.550
3. Co-Worker satisfaction	0.833
4. Supervisor satisfaction	0.833
5. Work itself satisfaction	0.781

According to Table 15, the reliability of promotion satisfaction is low (0.550). Therefore, we decided to analyse “Cronbach’s alpha if item deleted” values. In Table 16, it can be seen that 14_r item (“Promotions are infrequent in my organization”) reliability alpha is high (0.925) compare to other items. We performed the reliability analysis without 14_r item and found that promotion satisfaction dimension’s reliability of alpha increased to 0.665. Before omitting the item, factor analysis was performed according to five factor solution as the literature indicates, in order to see the item’s position. As a result of the analysis, infrequent promotions item was separated from the other items and measured only itself. Therefore, we decided the exclude the item.

Table 16: Job Satisfaction Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	62,8295	188,971	,755	,910
2	63,6977	186,713	,676	,911
3	62,6124	197,489	,468	,916
4	64,0930	187,819	,624	,913
5_r*	63,8760	194,625	,414	,918
6	63,3488	188,401	,663	,912
7	63,5504	187,828	,649	,912
8_r	62,9302	192,112	,617	,913
9_r	62,7597	189,950	,663	,912
10	62,9845	195,265	,583	,914
11	63,7829	196,703	,473	,916
12	62,8837	193,244	,635	,913
13	63,0233	190,398	,678	,911
14_r	64,0078	208,930	,048	,925
15_r	62,9457	191,833	,638	,912
16_r	63,2713	189,434	,641	,912
17_r	63,8372	187,184	,648	,912
18	63,3876	195,114	,484	,916
19_r	63,2713	189,949	,610	,913
20	64,1628	191,387	,582	,914

We performed the factor analysis of job satisfaction scale after omitting the one item. KMO and Barlett's Test was found 0.918. The total variance explained supported three factor solutions (eigenvalues more than 1). Total explanation level of factors is 58,706%.

According to results of the factor analysis in order to determine the dimensions of the job satisfaction scale, it was found that in terms of sample of the research there are three instead of five factors as difference from the literature. Table 17 gives the factor analysis of Job Satisfaction scale. As it can be recognized, "promotion satisfaction, satisfaction with co-workers and satisfaction with supervisors" items was loaded under one dimension as we named "satisfaction with promotions and others". This might be explained that R&D departments are quite small and also newly developed when compare to other departments therefore the relations with managers might be more important to get promoted in their job. Therefore the perception of R&D professionals may include satisfaction with supervisors, co-workers and promotions together in our cultural context. In Table 17, it can be recognized that R&D employees are more satisfied with their jobs and especially find their jobs quite interesting (M=4,09) However they are least satisfied with their rate of advancement (M=2,52)

Table 17: Factor Analysis of Job Satisfaction Scale

Items (N=19)	Mean	Factor Loadings		
		Satisfaction with promotions and others	Pay satisfaction	Sat. with Work itself
% Variance		25,195	18,660	14,850
My pay is adequate, considering the responsibilities I have	3,01		,810	
I am underpaid for what I do	2,85		,789	
My fringe benefits are generous	2,59		,758	
My organization pays better than competitors	2,91		,637	
The managers I work for are "top notch"	3,33	,804		
The managers I work for back me up	3,65	,773		
My superiors don't listen to me	3,75	,652		
I work with responsible people	3,79	,643		
I feel good about the amount of responsibility in my job	3,30	,635		
If I do a good job, I am likely to get promoted	3,13	,608		
I enjoy working with the people here	3,85	,584		
My management doesn't treat me fairly	3,42	,575		
The people I work with do not give me enough support	3,94	,542		
I am satisfied with my rate of advancement	2,52	,487		
I do not like the basis on which my organization promotes people	2,81	,421		
My job is interesting	4,09			,843
I get little sense of accomplishment from doing my job	3,77			,800
I would rather be doing another job	3,42			,672
When I ask people to do things, the job gets done	3,71			,458

KMO and Bartlett's Test 0.918

In Table 18, it was given the reliability of job satisfaction dimensions after the factor analysis which indicates that the found dimensions are quite reliable as well.

Table 18: Reliability of Job Satisfaction Dimensions in Our Study

Dimensions	Coefficient Alpha
1. Pay satisfaction	0.769
2. Satisfaction with promotions and others	0.866
3. Satisfaction with work itself	0.795

3.6.2.3 Organizational Justice

In order to measure organizational justice, “Justice Scale” developed by Niehoff and Moorman (1993) was used which has 20 items. Five-point likert scale was used, with 1 representing “strongly disagree” and 5 representing “strongly agree”. The scale has no reverse item.

The scale has two dimensions in order to measure procedural justice and distributive justice. Procedural justice has also two components; formal procedures and interactional justice. Therefore the scale has totally three dimensions. As it was stated before, scholars have different views on the dimensionality of Justice Scale. Therefore, some researchers prefer the four dimensions (E.g. Colquitt, 2001; Blakely, Andrews, Moorman, 2005) – procedural justice, distributive justice, interpersonal justice, informational justice – and others prefer the two dimensions. (E.g. Greenberg, 1987, distributive justice and procedural justice) or three dimensions (Cohen-Charash, Spector, 2001; distributive justice, procedural justice and interactional justice) It can be said that there is no consensus on the dimensions of justice.

Distributive justice was measured using five items assessing the fairness of different work outcomes, including pay level, work schedule, work load, and job responsibilities. Formal procedures consist of six items, measured the degree to which job decisions included mechanisms in order to get accurate and unbiased information, employee voice, and an appeals process. Interactional justice (nine items) measured the degree to which employees felt their needs were considered in job decisions and adequate explanations were made.²⁰¹ The original of the scale alpha values were found 0,74 for distributive justice, 0,85 for formal procedures and 0.92 for interactional justice.²⁰²

The scale that used in this study has been used many times by our researchers (E.g. Çakar and Yıldız, 2009; Polat and Ceep, 2008; Ertürk, 2003; Yıldırım, 2007, Gürbüz and Mert, 2009;) and found quite reliable. A research was conducted on 356 employees who work for banks and insurance companies, found two dimensions

²⁰¹ Niehoff and Moorman, p.537

²⁰² Ibid, p.540

(procedural and distributive) with a coefficient alpha of 0,95 and 0,92.²⁰³ In Polat and Ceep's study including 1281 teachers, the same justice scale was used and found three dimensions. However, items factor loadings were set in different dimensions therefore interactional dimension had had 4 items instead of 9 and procedural justice had had 9 items, instead of 6 items. The overall scale has coefficient alpha of 0.96. Cronbach alphas of this study were 0.89 for distributive justice, 0.95 for formal procedures and 0.90 for interactional justice.²⁰⁴ Another research was conducted on 464 blue-collar workers. Justice scale had not been analysed with its three dimensions, rather it had been preferred to assess each dimension as a single scale. Therefore reliability alpha of 0,83 for distributive justice, 0.92 for procedural justice and 0,94 for interactional justice had been found.²⁰⁵ Yıldırım also used Niehoff and Moorman's Justice Scale in her study. Because she did not give the factor analysis table in her study it was not known whether the items were placed under the right dimensions. Whereas she found the Cronbach alphas were 0.81 for distributive justice, 0.89 for procedural justice and 0.95 for interactional justice.²⁰⁶

The reliability and the validity of Justice Scale were made by Gürbüz and Mert.²⁰⁷ Table 19 shows the reliability of the scale in their study. Although the factor loadings for each dimension was found satisfactory independently, it was discovered that when the scale was totally analysed with its three dimensions, some of the items did not place in the right order as it was in Niehoff and Moorman' (1993) study. Gürbüz and Mert found that 6 of the items were not in the original form order.

Table 19: Reliability of Justice Scale in Gürbüz and Mert's Study

Dimensions	Cronbach's Alpha
Procedural justice	0,851
Interactional justice	0,941
Distributive justice	0,748
Justice Scale	0,905

²⁰³ Nigar Demircan Çakar, Sibel Yıldız, "The Effects of Organizational Justice on Job Satisfaction: Is 'Perceived Organizational Support' a Mediator?", **Electronic Journal of Social Sciences**, V.8, N.28, (Spring 2009), p. 80

²⁰⁴ Soner Polat and Cevat Ceep, "Ortaöğretim Öğretmenlerinin Örgütsel Adalet, Örgütsel Güven, Örgütsel Vatandaşlık Davranışlarına İlişkin Algıları", *Educational Administration: Theory and Practice*, 54, (2008), p.313

²⁰⁵ Alper Ertürk, "Örgütsel İletişim ve Adalet Algılarının Örgütsel Kimlik Algısı Üzerindeki Etkileri", *Yönetim Araştırmaları Dergisi*, Cilt 3, Sayı:2, (2003), p. 158

²⁰⁶ Yıldırım, 2007, p.264

²⁰⁷ Gürbüz and Mert, Eylül 2009

In our study, we found Cronbach's alpha for the 20 item measure was 0.969. Table 20 indicates the dimensions alpha values individually. We can say that each dimension is quite reliable with a high internal consistency.

Table 20: Reliability of Justice Scale Dimensions

Dimensions	Coefficient Alpha
Distributive justice	0,879
Formal procedures	0,890
Interactional justice	0,963

Factor analysis was performed on 20 items used to measure organizational justice, and the analysis support two-factor solution. KMO value was found 0,945 which means that the data set is appropriate for factor analysis; total variance table suggested two factors with the total explanation level of factor 69,893%. As a result of factor analysis on 20 items, it was found that some items' factors loadings are much close to each other under the two dimensions. In order to assess the situation, "Cronbach's alpha if item deleted" was performed and found that alphas of the items are closed to each other and no item was differentiated from others. (See Table 8) Because five items did not differentiated, we excluded them from the factor analysis which are "My work schedule is fair", "The general manager offers adequate justification for decisions made about my job", "Concerning decisions made about my job, the general manager discusses the implications of the decisions with me", "When making decisions about my job, the general manager offers explanations that make sense to me", and "My general manager explains very clearly any decision made about my job". After omitting five items, total variance explained for the scale was performed and the explanation level was found 69,255%

A factor analysis on 15 items of justice scale can be found on Table 21. In our sample, distributive justice items were not differentiated from the procedural justice items. When we examined the items carefully in two dimensions it was recognized that R&D professional's perception of organizational justice can be assessed from the two perspectives. One is "perceived fairness to themselves" and the one is "perceived fairness in business decisions process". Therefore, we named the first factor "individual justice" and the second "formal procedures" as it was in the original scale.

In Table 21, it can be recognized that R&D professionals' perception is lower (M=2.65) considering the job decision taken without taking into consideration of their opinions. However, they are more satisfied with the treatment to themselves in kindness and consideration on the mean basis (M=3.72)

Table 21: Factor Analysis of Organizational Justice Scale

Items (N=15)	Mean	Factor Loadings	
		Individual justice	Formal procedures
% Variance		39,995	29,260
When decisions are made about my job, the general manager is sensitive to my personal needs	3,27	0,802	
Overall, the rewards I receive here are quite fair	3,35	0,802	
I feel that my responsibilities are fair	3,38	0,756	
I consider my work load to be quite fair	3,35	0,742	
I think that my level of pay is fair	3,05	0,727	
When decisions are made about my job, the general manager treats me with respect and dignity	3,67	0,725	
When decisions are made about my job, the general manager treats me with kindness and consideration	3,72	0,710	
When decisions are made about my job, the general manager deals with me in a truthful manner	3,53	0,691	
When decisions are made about my job, the general manager shows concern for my rights as an employee	3,42	0,690	
Job decisions are made by the general manager in an unbiased manner	3,25	0,599	
My general manager makes sure that all employee concerns are heard before job decisions are made	2,65		0,825
To make job decisions, my general manager collects accurate and complete information	2,86		0,823
All job decisions are applied consistently across all affected employees	3,44		0,792
Employees are allowed to challenge or appeal job decisions made by the general manager	3,15		0,662
My general manager clarifies decisions and provides additional information when requested by employees	3,62		0,640

KMO and Bartlett's Test 0.945

Table 22 indicates the reliability of each dimension of organizational justice that we found after the factor analysis in this study. Both dimensions alpha values are quite satisfactory.

Table 22: Reliability of Organizational Justice Dimensions in Our Study

Dimensions	Coefficient Alpha
1. Individual justice	0.943
2. Formal procedures	0.891

After the factor analysis of each scale that used in this study, our conceptual model can be summarized as follows. Statistical analysis between the variables was stated according to mentioned dimensions below as organizational justice has two dimensions; job satisfaction has three dimensions instead of five and finally institutionalization of ethics has three dimensions. In our study, each dimension of institutionalization of ethics' impact on each dimension of job satisfaction and perceived organizational justice will be examined.

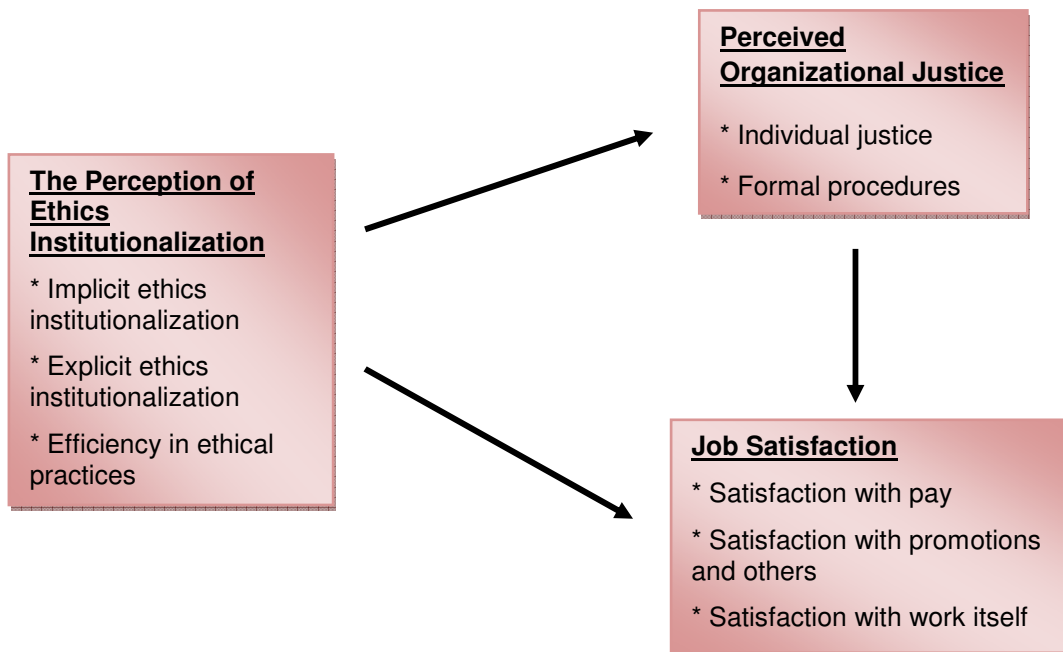


Figure 3. The Research Model of the Study

3.6.3 Findings

The aim of this study is to examine the influence of ethics institutionalization on job satisfaction and perceived organizational justice. We performed multiple regression analysis in order to test our hypotheses. As a first step, we conducted a correlation analysis of variables that used in this study in order to see the relations between variables. (The results are included in Table 23).

The Pearson correlation results indicate that both implicit institutionalization and explicit institutionalization are significantly correlated with all dimensions of job satisfaction and organizational justice. Only “efficiency in ethical practices” dimension is not correlated with “satisfaction with work itself” dimension of job satisfaction ($p=0.110$) As Table 23 indicates, there is a significant positive relationship between implicit institutionalization and job satisfaction facets: Pay satisfaction ($p=.000$, $r=.655$), satisfaction with promotion and co-workers and supervisors (others) ($p=.000$, $r=.720$), and satisfaction with work itself ($p=.000$, $r=.528$). It should be also noted that the correlation of implicit institutionalization with “satisfaction with promotions and others” was stronger than the correlations of other job satisfaction dimensions. Furthermore, implicit institutionalization is highly correlated with organizational justice dimensions. (For individual justice $p=.000$, $r=.704$; formal procedures $p=.000$ $r=.0669$)

As it can be seen in Correlation Matrix, there is a positive significant correlation between all dimensions of job satisfaction, perceived organizational justice and explicit institutionalization. However, the results revealed that the correlation between implicit institutionalization and dimensions of job satisfaction and justice was much stronger than the correlation between explicit institutionalization and the facets of job satisfaction and perceived justice. It should be also recognized that “efficiency in ethical practices” dimension is weakly correlated with job satisfaction and organizational justice dimensions compare to implicit institutionalization.

As the literature indicated there is a strong positive relationship between dimensions of perceived organizational justice and job satisfaction. Individual justice is most correlated with “satisfaction with promotions and others” ($p=.000$ $r=.872$). Formal procedures justice is most related with “satisfaction with promotions and others” as well ($p=.000$ $r=.733$)

Table 23: Correlation Matrix

(N=130)		Explicit Inst.	Implicit Inst.	Eff. Eth. Prac.	Pay Sat.	Sat. Pro. and others	Sat. work	Indiv. Jus.	Formal Pro.
Explicit Inst.	Pearson Correlation	1							
	Sig. (2-tailed)								
Implicit Inst.	Pearson Correlation	,392**	1						
	Sig. (2-tailed)	,000							
Efficiency in Ethical Prac.	Pearson Correlation	,562**	,338**	1					
	Sig. (2-tailed)	,000	,000						
Pay Satisfaction	Pearson Correlation	,341**	,655**	,337**	1				
	Sig. (2-tailed)	,000	,000	,000					
Satisfaction with pro. and others	Pearson Correlation	,243**	,720**	,258**	,645**	1			
	Sig. (2-tailed)	,005	,000	,003	,000				
Satisfaction with work itself	Pearson Correlation	,196*	,528**	,141	,526**	,642**	1		
	Sig. (2-tailed)	,026	,000	,110	,000	,000			
Individual justice	Pearson Correlation	,285**	,704**	,243**	,695**	,872**	,578**	1	
	Sig. (2-tailed)	,001	,000	,005	,000	,000	,000		
Formal procedures	Pearson Correlation	,243**	,669**	,295**	,575**	,733**	,463**	,778**	1
	Sig. (2-tailed)	,005	,000	,001	,000	,000	,000	,000	

** Correlation is significant at the 0.01 level (2 tailed).

* Correlation is significant at the 0.05 level (2 tailed).

Correlation is a statistical measurement of the relationship between two variables. Negative correlation means that as one variable goes up, the other goes down. A positive correlation means that both variables move in the same direction together. Correlation analysis gives us a linear relationship either positively or negatively, however correlation analysis does not give “causality”. As we aimed to examine the probability of effects of independent variables (implicit institutionalization, explicit institutionalization and efficiency in ethical practices) on the dependent variables (organizational justice and job satisfaction) we performed multiple regression analyses. Multiple regression analysis deal with two sets of data that display either how one variable relates to a number of others or in predicting one variable from others. Indeed, the goal of multiple regression analysis is to explore how much variation in the dependent variable can be explained by variability in two or more independent variables.

The influence of implicit, explicit ethics institutionalization and efficiency in ethical practices on pay satisfaction, satisfaction with promotions/others and satisfaction with work itself.

The regression analyses results are summarized in Table 24. As indicated, the regression analyses reveal that implicit ethics institutionalization is a significant predictor of all job satisfaction dimensions which are pay satisfaction, satisfaction with promotions/ others and satisfaction with work itself, in a positive direction. It can be recognized that implicit institutionalization has an impact on satisfaction with promotions and others ($p=.000$ $\beta=.730$), pay satisfaction ($p=.000$ $\beta=.601$) and satisfaction with work itself ($p=.000$ $\beta=.540$).

The regression analyses results revealed that explicit institutionalization is not a significant predictor of pay satisfaction ($p= .588$) satisfaction with promotions/others ($p=.349$) and satisfaction with work itself ($p=.908$). One can conclude that explicit institutionalization has no impact on job satisfaction facets.

The results also indicated that efficiency in ethical practices is not a significant predictor of pay satisfaction ($p=.185$), satisfaction with promotions/others ($p=.490$) and satisfaction with work itself ($p= .606$). It can be said that efficiency in ethical practices does not influence employee’s job satisfaction.

Table 24: Regression Analyses – Job Satisfaction

	Dependent variable	Independent Variables	β	t	Sig.	F*	Adjusted R²
Model 1	Pay Satisfaction	Explicit Inst.	,045	,543	,588	33,729	0.432
		Implicit Inst.	,601	8,231	,000		
		Ethical Prac.	,108	1,334	,185		
Model 2	Satisfaction with promotions and others	Explicit Inst.	-,073	-,941	,349	45,782	0.510
		Implicit Inst.	,730	10,775	,000		
		Ethical Prac.	,052	,692	,490		
Model 3	Satisfaction with work itself	Explicit Inst.	,011	,116	,908	16,377	0.293
		Implicit Inst.	,540	6,495	,000		
		Ethical Prac.	-,048	-,516	,606		

*Significant less than 0.001

Explicit and implicit institutionalization and efficiency in practices explain 43% (R²) of pay satisfaction, 51% of satisfaction with promotions and others, 29% of satisfaction with work. Therefore it can be said that only implicit forms of ethics institutionalization influence all dimensions of job satisfaction which indicates implicit ethics institutionalization is a significant determinant of pay satisfaction, satisfaction with promotions/ others and satisfaction with work itself.

The influence of implicit, explicit and efficiency in ethical practices on employee's perceived individual justice and formal procedures justice

Results of regression analyses relating to perceived organizational justice can be seen in Table 25. As indicates implicit institutionalization is significant (p=.000) and the standardized coefficient (β) is highly positive (Model 4, individual justice, β=.740; Model 5, formal procedures, β=.742) which would indicate that implicit institutionalization is a significant predictor of both perceived individual justice and formal procedures justice.

On the other hand, explicit institutionalization is not a significant variable to predict perceived individual justice (p=.893) and formal procedures (p=.324). It can be said that explicit institutionalization does not influence both dimensions of organizational justice.

Efficiency in ethical practices is not a significant variable to predict neither individual justice (p= .999) nor perceived formal procedures justice (p=.148).

In Model 4 and 5, R² indicates that explicit, implicit institutionalization and efficiency in ethical practices explain 48% of perceived individual justice and 44% of perceived formal procedures justice.

Table 25: Regression Analyses – Organizational Justice

	Dependent variable	Independent Variables	β	t	Sig.	F*	Adjusted R²
Model 4	Individual justice	Explicit Inst.	,009	,135	,893	41,199	0.483
		Implicit Inst.	,740	10,044	,000		
		Ethical Prac.	,000	,001	,999		
Model 5	Formal procedures	Explicit Inst.	-,070	-,991	,324	35,351	0.444
		Implicit Inst.	,742	9,158	,000		
		Ethical Prac.	,113	1,454	,148		

* Significant less than 0.001

The influence of perceived individual justice and formal procedures on pay satisfaction, satisfaction with promotions/others and satisfaction with work itself

We performed regression analyses taking the job satisfaction dimensions (pay satisfaction, satisfaction with promotions/ others and satisfaction with work itself) as dependent variables and the organizational justice dimensions (individual justice and formal procedures) as independent variables. Table 26 shows the results of regression analyses. As indicated, perceived individual justice is a significant predictor of pay satisfaction ($p=.000$ $\beta=.628$), satisfaction with promotions and others ($p=.000$ $\beta=.763$) and satisfaction with work itself ($p=0.000$ $\beta=.552$). It can be said that perceived individual justice influence positively all dimensions of job satisfaction. That is, the greater perceived individual justice, the greater the job satisfaction.

As is also evident in Table 26, perceived formal procedures justice is not a significant determinant of pay satisfaction ($p=.395$) however it is significant to predict satisfaction with promotions and others ($p=.042$ $\beta=.140$). Furthermore, perceived formal procedures justice has no impact on satisfaction with work itself ($p=.769$). It can be said that perceived formal procedures justice only influences satisfaction with promotions and others.

It should be also noted that both perceived individual justice and formal procedures are significant predictors of satisfaction with promotions and others. Furthermore, both dimensions of perceived organizational justice explanation level of

satisfaction with promotions and others is 76% which is quite significant to predict the mentioned job satisfaction dimension. Individual justice and formal procedures also explain 47% of pay satisfaction and %32 of satisfaction with work itself.

Table 26: Regression Analyses Job Satisfaction – Organizational Justice

Dependent variable	Independent variables	β	t	Sig.	F*	Adjusted R²
Pay satisfaction	Individual justice	,628	6,207	,000	60,140	.478
	Formal procedures	,086	,854	,395		
Satisfaction with promotions and others	Individual justice	,763	11,200	,000	209,381	.764
	Formal procedures	,140	2,050	,042		
Satisfaction with work itself	Individual justice	,552	4,789	,000	31,928	.324
	Formal procedures	,034	,294	,769		

* Significant less than 0.001

3.7. Evaluation of the Findings

The institutionalization of ethics is an important task for today's organizations which more than %95 of them are involved in generating, processing, retrieving or distributing information²⁰⁸, in order to control ethical problems. There is a growing concern for unethical issues; therefore organizations have begun to institutionalize ethics. It may be considered that these efforts are belong to big international corporations, especially in European countries and in the USA. However, it is known that Turkish companies have already begun to institutionalize ethics such as formulating codes of ethics, establishing Ethics Committees. A survey conducted in 2007 (N=84) revealed that the banking and insurance sector is the most aware sector in ethical conduct (%63), second comes automotive sector (%50,6) and information technologies comes third (%35,8)²⁰⁹ The results are correlated with our research findings as we found that R&D professionals' (mainly IT employees) perception of implicit institutionalization is high on the basis of mean.

Besides the private sector, public bodies have also begun to encourage ethical behaviours and actions in their organizations by institutionalization of ethics. Although these attempts have been making by the force of law and regulations (Establishment of Ethics Council of Public Officials, Law no: 5176) it should be emphasized that an awareness on ethical conduct was observed by the researcher and the advisor of this thesis.²¹⁰

Institutionalization of ethics was first examined in R&D professionals and found that organizations are implicitly incorporates ethics into their decision-making process. When we compared the means of both forms it can be easily seen that the overall mean of implicit institutionalization (M=3,59) is much higher than explicit institutionalization (M=2,70) and efficiency in ethical practices (M=2,58). As we stated before, ethics institutionalization scale was first used by the advisor of this thesis and the researcher (2009), therefore we have only one study on institutionalization of ethics in Turkey in order to compare the results. The results revealed that the employees of public associations had also higher perception of implicit institutionalization.²¹¹ Although

²⁰⁸ Richard O. Mason, F. M. Mason and M.J. Culnan, **Ethics of Information Management**, First Edition, London: SAGE Publications, 1995, p.1

²⁰⁹ Etik Barometre Araştırması, Nisan 2007, <http://www.tedmer.org.tr/default.asp?sayfa=arastirmalarimiz>

²¹⁰ Refika Bakoğlu Deliorman ve Ayşe Üstünoldu Kandemir, 2009, p.13-103

²¹¹ Ibid, 2009, p. 8

the scale is newly used in Turkey, it has been using since 2007 by foreign researchers. As stated in previous sections, the scale was first used by Vitell and Singhapakdi. They found that implicit form of institutionalization of ethics is a significant predictor of organizational commitment, job satisfaction and esprit de corps. However, they found that explicit institutionalization was not a significant determinant of job satisfaction and esprit de corps, but the organizational commitment. Koonmee and his/her colleagues also found that implicit forms of ethics institutionalization had positive impacts on quality of work life, job satisfaction, organizational commitment and team spirit.²¹² However, explicit institutionalization was found to be not significantly related to job satisfaction. Another research indicated that managers (N=86) had a perception that implicit forms of institutionalizing ethics are more important than explicit forms of institutionalization of ethics.²¹³ Vitell and Davis also found that Management Information System (MIS) professionals were less satisfied with their jobs when unethical behavior is common in their organization. Furthermore, the results also revealed that when top management was perceived as supporting ethical behavior, MIS professionals tended to be more satisfied with their jobs.²¹⁴

Another research, made in Turkey, examining the relationship between 9 ethical climate types and work satisfaction found that, “law and professional codes” ethical climate type is a predictor of work satisfaction ($p=0.001$ $\beta= 0,122$)²¹⁵ However, another research on Taiwan nurses (N=352) found that “law and code ethical climate” did not significantly affect any facets of job satisfaction.²¹⁶ In contrast, the results of a study on 313 business professionals indicated that ethics codes, ethics trainings and perceived corporate social responsibility are positively associated with employee job satisfaction.²¹⁷ Therefore, it can be said that our findings regarding to implicit forms of ethics institutionalization is highly supported, whereas explicit institutionalization and job satisfaction relation is supported by some of the scholars’ empirical studies. Our research revealed that implicit institutionalization is a significant predictor of job satisfaction facets as the literature stated. Whereas, explicit institutionalization and efficiency in ethical practices dimensions were not found significant determinants of job satisfaction facets.

²¹² Koonmee and others, p.1

²¹³ Jose and Thibodeaux, p.139

²¹⁴ Vitell and Singhapakdi, p. 493

²¹⁵ Elçi and Alpan, p.306

²¹⁶ Tsai and Huang, p.573

²¹⁷ Valentine and Barnett, p.167

The results of correlation analysis revealed that there is a positive relationship between organizational justice and institutionalization of ethics. When the justice increases in the organization, institutionalization of ethics increases as well. However when Table 23 examined in detail, it can be seen that the correlation between implicit forms of ethics institutionalization and perceived individual justice (.704) and formal procedures (.669) are much stronger than explicit institutionalization and both dimensions of justice (.285 and .302). The regression analyses also revealed that implicit institutionalization is a significant predictor of both dimensions of perceived organizational justice. Therefore, it can be said that implicit institutionalization influence organizational justice in a positive direction. Even though in our literature research we did not find an empirical study examining the relationship between ethics institutionalization and organizational justice, the logic also suggest that fair treatments should include treating ethically. Being fair in procedures and relationships is one of the main issues of ethical conduct of organizations. Because of its importance researchers are willing to learn the impact of fair selection methods on organizational outcomes. Even though the organizations explicitly institutionalized ethics, the perception of employees may be in opposite direction when they observe unethical actions and behaviours. According to Mulki and his friends that ethical climate promotes trust in the workplace and reduces interpersonal conflicts.²¹⁸

Our study also found that the perception of individual and formal procedures justice is highly correlated with most of the job satisfaction facets among R&D professionals. Yıldırım found that there is a significant relationship among the three dimensions of organizational justice (distributive justice, interactional justice and formal procedures), perception of fairness process in personnel selection and job satisfaction. However, the results also determined that when the employees have a perception of unfair behaviours to themselves or their colleagues by management, satisfaction with job was decreased.²¹⁹ Gürbüz (2008), Çakar and Yıldız (2009), Sayın (2009), Özer and Urtekin (2007) also found a positive relationship between justice and job satisfaction. Thus, we also found that perceived fairness to themselves and fair distribution (namely individual justice) is a significant determinant of all job satisfaction facets. One can conclude that employees' job satisfaction is closely related to fair treatment to themselves by the management. This is consistent with the findings of Yıldırım and

²¹⁸ Mulki, Jaramillo and Locander, p.559

²¹⁹ Yıldırım, p.253

other researchers. Therefore, it should be suggested that if the organizations would like to improve the job satisfaction of their employees, the management should be avoided unfair actions and behaviours.

In summary, perceived implicit institutionalization is a significant predictor of job satisfaction and perceived organizational justice. Furthermore, job satisfaction facets and organizational justice have found strongly related to each other. These results revealed that employee's perception of values of the organization is important. Therefore, if top management wants its employees to have greater job satisfaction, it is essential to be fair towards them, generally in the work environment. Furthermore, top management should also aware of ethical conduct of the organization and try to institutionalize ethics in order to increase job satisfaction and perception of organizational justice.

Dunham (1984) cited in R.R. Sims (1991) says that organizations can institutionalize ethics by considering both long and short term factors. For the long term, managers should develop their organization's culture so that it supports and values ethical behaviour. Employees should be encouraged and rewarded for their ethical values. To encourage ethical standards in the short term, organizations can do the followings²²⁰:

- Consider characteristics of people applying to the organizations. Top management should choose the right people whose values and attitudes are similar with values and ethical rules of the organization. Therefore, organizations should either avoid personalities that have tendency to behave unethically
- Make sure that all chief executives and middle managers promote ethical behaviours with their actions and statements. It is likely that they will be role models to the all employees.
- Develop organizational policies
- Develop a code of ethics that describes the values of the organization
- Develop an Ethics Committee

²²⁰ Ronald R. Sims, "The Institutionalization of Organizational Ethics", **Journal of Business Ethics**, 10, (1991), p.503-504

- Maintain an ethical organizational culture. Provide reward for ethical behaviour and punish unethical behaviour
- When placing employees into competitive situations, be sensitive to the potential for unethical behaviour and take the necessary precaution
- Develop a systematic training program
- Remember that when decisions require moral judgement think as a group and make sure that the most approved decision is taken.

It should be also given some important findings of this study. Descriptive statistics showed that R&D professionals are most satisfied with their works (M=3.74) Secondly comes perceived implicit institutionalization (M=3.59) and third comes satisfaction with promotions, colleagues and managers among other variables in our sample. (M=3.40). However, not surprisingly, efficiency in ethical practices (M=2.58) and explicit institutionalization has the lowest mean among all other variables (M=2,70) which indicates that R&D professionals have the perception of their organizations are do little to institutionalize ethics explicitly. In fact, considering the mean value, most of the professionals are not sure whether their organizations have attempts to institutionalize ethics by either explicitly or by effective ethical practices. Therefore it may be assumed that ethics codes, programs may not be well communicated with the employees. If the management fails to distribute and communicate its ethics policies and rules with employees, all the efforts will be lost and the employees will have the perception that their organizations actually do nothing on the ethical issues. In order to promote ethical behaviour in the organizations, a well established communicating strategy should be taken into consideration. As we mentioned before HR departments should take an important role in order disseminate ethics program through the organization.

CONCLUSION AND RECOMMENDATIONS

In this study the relations between institutionalization of ethics, job satisfaction and perceived organizational justice were studied simultaneously. This is the first study that examining impact of institutionalization of ethics on organizational justice and job satisfaction. Our research contributed to the literature by stating that perceived implicit institutionalization is a significant variable predicting all dimensions of job satisfaction and perceived organizational justice in the sample of our study. Our research findings consistent with Koonme and others (2009) and Vitell, Singhapakdi (2008) studies as they also found that implicit institutionalization is an important predictor of job satisfaction. Because there has been no study examining the direct relationship between institutionalization of ethics and perceived organizational justice, our findings relating to justice is significant as well. As indicated before, implicit institutionalization has also impact on perceived individual justice in a positive direction. Moreover, we found that perceived fair treatment to individuals by managers and fair distribution (individual justice) also significantly influences pay satisfaction, satisfaction with promotions/others and satisfaction with work itself. The literature also supports our findings (E.g. Yıldırım, 2007; Çakar and Yıldız, 2009, Özer and Urtekin, 2007). The conduct of the present study in Turkey is another contribution to the understanding of institutionalization of ethics in different cultures.

We conduct our research on R&D field which is one of the least researched areas. As we reviewed the literature it was recognized that marketing professionals and the nurses are the most searched groups considering the ethical context. However, R&D field is also facing ethical problems such as waste of R&D studies, patent rights, computer viruses, and copying competitor's design. On the other hand, R&D field has been mainly examined on career strategies and performance appraisals. Therefore the behaviours, moral intents, perceptions and attitudes of professionals have not been investigated deeply so far. In summary, we believed that this study also gave us some important clues on the perception of R&D professionals on ethics, justice and job satisfaction.

Another point is R&D professionals seem to be most satisfied with their work, second comes satisfaction with promotions and others. On the mean basis, it can be recognized that perception of implicit institutionalization of ethics is higher compare to explicit institutionalization and efficiency in ethical practices. Even though explicit forms

of ethics institutionalization appear to have no impact on organizational justice, but weakly correlated with job satisfaction facets and the justice as well, we still recommend that organizations explicitly institutionalize ethics. We believe that well established ethics programs will help to employees in their decision making process and make clearer what appropriate actions are in the business context.²²¹ Furthermore with a strong management supports, unethical behaviours of employees can be prevented by institutionalize ethics explicitly.

Future research should examine the relation between institutionalization of ethics, and organizational outcomes such as organizational commitment, team spirit, and intention to leave in Turkish cultural context. In our research we found three dimensions of ethics institutionalization as the researcher and this thesis advisor's study was found too, in their research on public associations. The scale should also applied to wider sample and different occupations in order to validate our findings whether the scale has three dimensions in our cultural context.

While the implicit forms of ethics institutionalization is found to be significant, future studies should analyze deeply the implicit methods such as ethical culture, open communication channels, and ethical leadership. Like most studies we used a cross-sectional data. In order to gain more confidence on the subject, we also recommend longitudinal studies which might be more suitable for topics like ethics. As ethical issues are sensitive in nature, qualitative research methods should also be used such as in-depth interviews, secondary data analysis or cognitive mapping method.

The sample of this study limited to R&D professionals. Thus, future studies should use different professionals groups in order to validate our findings. As R&D studies are quite new in Turkey compare to other countries, it is more likely to have more ethical problems in the field and may not be known how to overcome these difficulties. Therefore, we also recommend that R&D field also should be examined around the attitudes toward ethical issues, attitudes toward questionable work practices in the workplace (E.g., discrimination in employees, revealing confidential information of organizations, provision of low quality of products and environmental responsibility), perception of R&D professionals about factors affecting non ethical decision making of managers (E.g., Is that because of the lack of formal company policy and code of

²²¹ Koonme and others, p.6

conduct or the way of organizational culture trains managers or because of the desires to be more powerful and the pressures of competitors) and observed most frequently misbehaviors.

We should also point out that explicit forms of ethics institutionalization needed to be developed in SMEs as some of the organizations joined our survey comes from small companies. By doing so, the employees may have the ability how to react in ethical dilemmas. Furthermore, perceived implicit institutionalization should be taken into consideration in order to increase job satisfaction and perceived organizational justice in the organizations. Especially managers and HR experts should be careful with their actions and relations with the employees in order to prevent any misperception as our results indicated that fair treatment to individuals influences employee's job satisfaction facets.

APPENDICES

APPENDIX 1. Questionnaire Cover Letter

Sayın,

Size iletilen bu anket formu, Marmara Üniversitesi, Sosyal Bilimler Enstitüsü, Human Resources Management and Development Bilim Dalı'nda Doç.Dr. Refika Bakoğlu Deliorman danışmanlığında yürütülen yüksek lisans tezi için bilimsel veri toplamak amacıyla hazırlanmıştır. Elde edilecek veriler, bilimsel amaçlı kullanılacağı için kişisel yanıtlarınız hiçbir kişi veya kurumla kesinlikle paylaşılmayacaktır.

Bu çalışmanın amacı, Ar-Ge çalışanlarının kurumlarındaki etiğin kurumsallaşma düzeyi ile çalışanların iş tatmini ve örgütsel adalet algıları arasındaki ilişkiyi tespit etmektir.

Ankette yer alan soruları yanıtlarken "olması gerektiği gibi" değil, "siz nasıl biliyor ve hissediyorsanız" o şekilde yanıtlamanız rica edilmektedir. Tüm soruları sizin bakış açınızdan samimiyetle cevaplamamız Ar-Ge çalışanlarının etik ve örgütsel adaletle ilişkin algılamaları ile iş tatmini arasındaki ilişkinin ilk kez araştırılması açısından son derece önemlidir.

Dört bölümden oluşan anket soru formunu doldurmanız 10 dakikadan fazla sürmeyecektir.

Formu doldurmak için bu linki ziyaret ediniz:

<http://spreadsheets.google.com/viewform?formkey=dGZyZ1Qwc0JhSmFicUNyQ0VDUFI2MEE6MA>

İlginiz ve desteğiniz için çok teşekkür ederim.

Saygılarımla,

Ayşe Üstünoldu Kandemir

TÜBİTAK TÜSSİDE

Araştırmacı

austunoldu@tusside.gov.tr

T. 262 6415010 / 2229

APPENDIX 2. Institutionalization of Ethics Scale

A. ETİĞİN KURUMSALLAŞMA DÜZEYİ

İş etiği, iş hayatına ilişkin olarak neyin doğru, neyin yanlış olduğunu bilmek ve doğru olanı yapmaktır. Aşağıda yer alan formu , “**iş etiği**” kavramı çerçevesinde düşünüp yanıtalamanız rica edilmektedir.

I. Aşağıda yer alan ifadelere ne derecede katıldığınızı belirterek yandaki formda uygun kutucuğu işaretleyiniz.	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Çalıştığım kurum, etik konularıyla ilgilenen bir etik komite ya da takıma sahip değildir					
2. Çalıştığım kurumda kötü yönetim uygulamalarını engellemek için güçlü bir etik kültürü yaratmaya yönelik eğitim programları vardır.					
3. Çalıştığım kurumda etik çalışmalardan sorumlu bir üst düzey yönetici bulunmamaktadır					
4. Üst yönetim, etik eğitim programlarında yer almamaktadır					
5. Kurumum, etik standart ve politikalarının etkin olarak paylaşıldığı bir eğitim programına sahip değildir					
6. Üst yönetim etik eğitim programlarını düzenli olarak değerlendirir					
7. Çalıştığım kurum düzenli olarak etik denetiminden* geçmemektedir					
8. Üst yönetim, kurumumda dürüstlük üzerine kurulu bir kültür geliştirmiştir					
9. Üst yönetim, kurumun başarısı için etik davranışın (yasalara uymanın ötesinde) vazgeçilmez olduğuna inanmaktadır					
10. Çalışanlar arasında kurumun etik itibarını korumaya yönelik bir sorumluluk duygusu vardır					
11. Üst yönetim, çalışanlarının etik olmayan ve yasadışı verdiği kararlarına ilişkin olarak sorumluluk almaktadır					
12. Üstler ve astlar arasında etik çatışma ve ikilemler açıkça tartışılabilir					
13. Çalıştığım kurumda bazı çalışanların şüphe uyandıran bir takım davranışlarına izin verilmektedir, çünkü kurum hedeflerini gerçekleştirmede başarılıdırlar					
14. Kurumumda iyi verilmiş etik kararlar için herhangi bir ödüllendirme yoktur					
15. Kurumumda uygun davranışın ne olduğuna yönelik ortak bir anlayış ve değerler sistemi vardır					
16. Üst yönetim, kurumumuzun toplumun genel refahını ve hayat kalitesini yükseltmeye yardımcı olması gerektiğine inanmaktadır					

***Etik denetim**, bir kurumun etik program ve performansının ne kadar etkili olduğunu anlamaya yönelik yapılan sistematik değerlendirmelerdir. Denetimin kapsamı, kurumun içinde bulunduğu sektöre, büyüklüğüne, etik yönetimi sırasında karşılaşılabileceği risk ve fırsatlara (çevre kirliliği, yasal zorunluluklar, rüşvet, finansal raporlama, ayrımcılık, çalışan hakları, ürün güvenilirliği vb.) göre değişir.

APPENDIX 3. Job Satisfaction Scale

B. İŞ TATMİNİ

I. Aşağıda yer alan ifadelere ne derecede katıldığınızı belirterek yandaki forma işaretleyiniz.	<u>Kesinlikle katılmıyorum</u>	<u>Katılmıyorum</u>	<u>Kararsızım</u>	<u>Katılıyorum</u>	<u>Kesinlikle katılıyorum</u>
1. Buradaki insanlarla çalışmaktan zevk alıyorum					
2. Sahip olduğum sorumluluklara göre ücretim yeterlidir					
3. İşim ilgi çekicidir					
4. Yan ödemelerim oldukça iyidir					
5. Kurumumun, çalışanlarını terfi ettirirken dikkate aldığı hususları beğenmiyorum					
6. Bağlı olduğum yöneticiler işlerinde mükemmeldir					
7. Kurumumda işimi iyi yaparsam, terfi alma şansım yükselir					
8. İşim yeterince tatmin edici değil					
9. Çalışma arkadaşlarım bana yeteri kadar destek vermemektedir					
10. Çalıştığım kurumda insanlardan bir şeyler yapmalarını istediğimde yerine getirilir					
11. Kurumum rakiplerinden daha iyi ücret ödemektedir					
12. Sorumluk sahibi insanlarla çalışıyorum					
13. Bağlı olduğum yöneticiler bana arka çıkar					
14. Kurumumda terfiler seyrek tir					
15. Üstlerim fikirlerimi önemsemiyor/dikkate almıyor					
16. Bağlı olduğum yönetim bana adil davranmıyor					
17. Yaptığım işe göre az ücret alıyorum					
18. İşimdeki sorumluluk miktarından memnunum					
19. Başka bir iş yapıyor olmayı tercih ederdim					
20. İşimdeki ilerleme/terfi hızımdan memnunum					

APPENDIX 4. Organizational Justice Scale

C. ÖRGÜTSEL ADALET

I. Aşağıda yer alan ifadelere ne derecede katıldığınızı belirterek yandaki forma işaretleyiniz.	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. İşe ilişkin kararlar yöneticiler tarafından tarafsız bir şekilde alınmaktadır					
2. Ücretimin adil olduğunu düşünüyorum					
3. İşimle ilgili kararlar alınırken yöneticilerim kişisel ihtiyaçlarıma karşı duyarlıdır					
4. Bir bütün olarak değerlendirildiğinde, işyerimden elde ettiğim kazanımların adil olduğunu düşünüyorum					
5. İşimle ilgili kararlar alınırken yöneticilerim bana nazik ve ilgili davranırlar					
6. Yöneticiler, alınan kararları açıklar ve çalışanlar talep ederse ek bilgi verirler					
7. Yöneticiler, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar					
8. Yöneticiler, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar					
9. Çalışma programım adildir					
10. İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayırım gözetmeksizin uygulanır					
11. Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilirler ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler					
12. İş sorumluluklarımın adil olduğu kanısındayım					
13. İşimle ilgili kararlar alınırken yöneticilerim bana saygılı davranır ve önem verirler					
14. Yöneticilerim, işim hakkında verilen kararlar konusunda yeterli gerekçe sunarlar					
15. İşimle ilgili kararlar alınırken yöneticilerim bana karşı dürüst ve samimidirler					
16. İşimle ilgili kararlar alınırken yöneticilerim bir çalışan olarak haklarımı gözetirler					
17. Yöneticilerim, işimle ilgili kararların doğuracağı sonuçları benimle paylaşırlar					
18. İş yükümün adil olduğu kanısındayım					
19. İşimle ilgili kararlar alınırken yöneticilerim bana anlamlı gelen açıklamalar yapar					
20. Yöneticilerim, işimle ilgili alınan her kararı bana net olarak açıklarlar					

APPENDIX 5. Demographic Questions

D. DEMOGRAFİK BİLGİLER

1. Cinsiyetiniz: () Kadın () Erkek

2. Yaşınız:

3. Eğitim durumunuz: ()Lise () Yüksek okul () Lisans () Yüksek lisans () Doktora

4. İş deneyiminiz (Şimdiye kadar çalıştığınız tüm işler dahil): yıl / (Bir yıldan az süre için:ay)

5. Şu anda bulunduğunuz firmadaki çalışma süreniz:yıl / (Bir yıldan az süre için:ay)

6. Şu anki pozisyonunuz: () Üst kademe yönetici (Genel Müdür, Genel Müdür Yrd. vb.)
() Orta kademe yönetici (Ar-Ge Müdürü, Müdür Yrd., Ar-Ge Şefi vb.)
() Uzman (Yazılım mühendisi, Sistem Mühendisi vb.)
() Diğer (.....)

7. Faaliyette bulunduğunuz sektör nedir?

Bilişim

Elektronik

Gıda

Malzeme

Enerji + Çevre

Diğer

Gen

Biyoteknoloji

8. Kurumunuzun toplam çalışan sayısı nedir? Lütfen belirtiniz:

9. Kurumunuz kaç senedir faaliyet göstermektedir? Lütfen belirtiniz:.....

10. Kurumunuz için aşağıdakilerden hangisi söylenebilir?

Yabancı kökenli firma

Yabancı ortaklı firma

Yerli firma

Diğer (Lütfen belirtiniz.....)

Anketimiz bitmiştir, zaman ayırdığınız için teşekkürler.

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