

Determining Correlation between Organizational Ethical Climate and Quality of Work Life in Staff of Ministry of Youth Affairs and Sports

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Abstract: Aim: surveying the correlation between ethical climates and behaviors of staffs is considered as an important research field because ethical climate is one of the factors forming the staffs' attitude and it has a considerable effect on organizational implications. Based on this the current research was conducted with the aim of surveying the correlation between organizational ethical climate and quality of work life in staffs on Ministry of Youth Affairs and Sports. Materials & Methods: from the point of aim the current research is an applied research and information is collected through field method and by the use of questionnaire and surveying the correlation between variables. Thus it could be said that the current research method is descriptive-correlative. The current research population includes staff of Ministry of Youth Affairs and Sports including 320 individuals. Morgan table was used for choosing the sample and ultimately data gathered from 159 individuals were used in statistical analysis. Findings: Achieved results indicate that with 99% confidence, there is a positive and significant correlation between organizational ethical climate and quality of work life with correlation coefficient of $r = 0.55$. Conclusion: Based on the achieved results, managers of Ministry of Youth Affairs and Sports should try to create an ethical climate to increase the quality of work life which is one of the most interesting methods of motivating and also it is an important guide for job designing and job enrichment.

Keywords: Organizational Ethical Climate, Quality of Work Life, Staff of Ministry of Youth Affairs and Sports.

INTRODUCTION

Undoubtedly, today's world is the world of human beings and custodians of various organizations are human beings that are called staffs inside the organization. Without staffs not only organizations are meaningless but also impossible to manage. Also the environment created between organization and staffs could affect them and this environment is called organizational climate. Chandan (1995) also believes that organizational climate is a set of features perceived by the staff from the environment of their organization and it could affect the formation of staffs' behavior (Quoted by Jafari et al., 2007). One of the existing climates in organizations is ethical climate

(Peterson, 2002). Several studies have shown that ethical climate of an organization significantly affects the behavior of staffs. Also on the other hand, different unethical behaviors in organizations and their negative outcomes have attracted the attention of many organizational managers and officials toward ethics in the workplace. Based on these results organizations are encouraged to keep and maintain the organizational climates encouraging ethical behavior. Thus experts and researchers must know more about the ethical climate and its correlation with organizational, personal and behavioral variables. Understanding the features

of an ethical climate could help organizational experts design and implement programs for

increasing awareness about ethical issues and improving the ethical behavior of staffs and management (Dockel, 2003). Several studies have shown that ethical climate has an effect on staffs' reactions to work and organization (Martin & Cullen, 2006). Two of the variables that are probably affected by the ethical climate are quality of work life and job satisfaction. Nowadays in contemporary management the concept of quality of work life has turned into the main social issue all around the world (Celap, 2001); while in previous decades in terms of work life, the focus was only on finding new systems to help staffs balance between work life and personal life. Quality of work life program includes any type of improvement in organizational culture which results in growth and development of staffs of the organization; thus the value system of quality of work life considers investing in people as one of the most important variables in strategic management equation. Study findings show that features of these programs result in decreased rate of complaints from staffs, decreased rate of absence from work, decreased rate of disciplinary regulation, increased staffs' positive attitude and increased participation of staffs and they have been in the proposed system programs; on the other hand, meeting staffs' needs results in long-term efficiency and effectiveness of organization (Censidine, 2001). Thus based on the importance of research in the field of ethical climate and also by considering lack of researches in the field of 5 types of ethical climate and its correlation with important outcomes such as quality of work life in Ministry of Youth Affairs and Sports, and most importantly, lack of researches in this field in Iran, the current research main aim is surveying the five types of ethical climate in Ministry of Youth Affairs and Sports and in fact, the researcher tries to find an answer to this question that whether there is a correlation between organizational ethical climate and quality of work life of staffs of Ministry of Youth Affairs and Sports.

The current research method was descriptive-correlative. The research population included all staff of No. 2 building of Ministry of Youth Affairs and Sports which included 320 individuals. Systematic random sampling was used for sampling and based on Morgan table 175 individuals were chosen as the statistical sample; from 175 individuals, 166 individuals volunteered for cooperating with the research; 7 distorted questionnaires were eliminated and ultimately the research sample included 159 individuals. The independent variable was organizational ethical climate and the dependent variable quality of work life. At the research implementation stage, after providing introductory explanations about the measuring tools and aim of conducting the research, examinees were fully informed about the method of answering the tests. In terms of ethical considerations, after receiving examinees' testimonials and providing necessary information, they were assured that the received information would only be used in this research and that information would be protected from all forms of abuse. Following questionnaires were used for measuring research variables.

Ethical climate questionnaire (ECQ) of Victor and Cullen (1988): 26-item standard ECQ of Victor and Cullen (1988) was used for evaluating the ethical climate from the perspective of staff of Ministry of Youth Affairs and Sports; the validity and reliability of this questionnaire were confirmed by Ghadiri et al (2013); this questionnaire includes 5 subscales of caring climate, law and code climate, rules climate, instrumental climate and independence climate which includes a 5-item Likert scale (1= completely disagree to 5= completely agree).

Quality of work life questionnaire (QWLQ): Walton's model of QWLQ including 8 subscales of adequate and fair compensation, safe and healthy work environment, continued growth and security, constitutionalism in the work organization, the social relevance of work life, total life space, social integration in the work organization, and human progress capabilities was used for evaluating the quality of work life.

MATERIALS AND METHODS

This questionnaire includes 26 items and it is based on a 5-item Likert scale (1= very low to 5= very high). Its validity and reliability have been used in different researches inside the country and they have been confirmed. The validity of the questionnaire was confirmed by experts and professors of physical education and ethics. Two methods of test-retest reliability and internal reliability were used for measuring the reliability of the questionnaire; in a preliminary study the questionnaires were handed out to 15 individuals from the statistical population (staff of Ministry of Youth Affairs and Sports) at two stages with time

intervals of 10 days and the questionnaires were collected. The correlation coefficient between means was achieved to be organizational ethical climate (0.83) and quality of work life (0.79). Based on the previous studies the correlation coefficient (0.74) and higher is very good (Coyle, 2008). Also the Cronbach Alpha test coefficient is calculated for the questionnaire and as follows: organizational ethical climate (0.87), and quality of work life (0.84). Based on previous studies the range of 0.80 and higher is very good (Allen, 2000). The research conceptual model is provided below (Fig. 1).

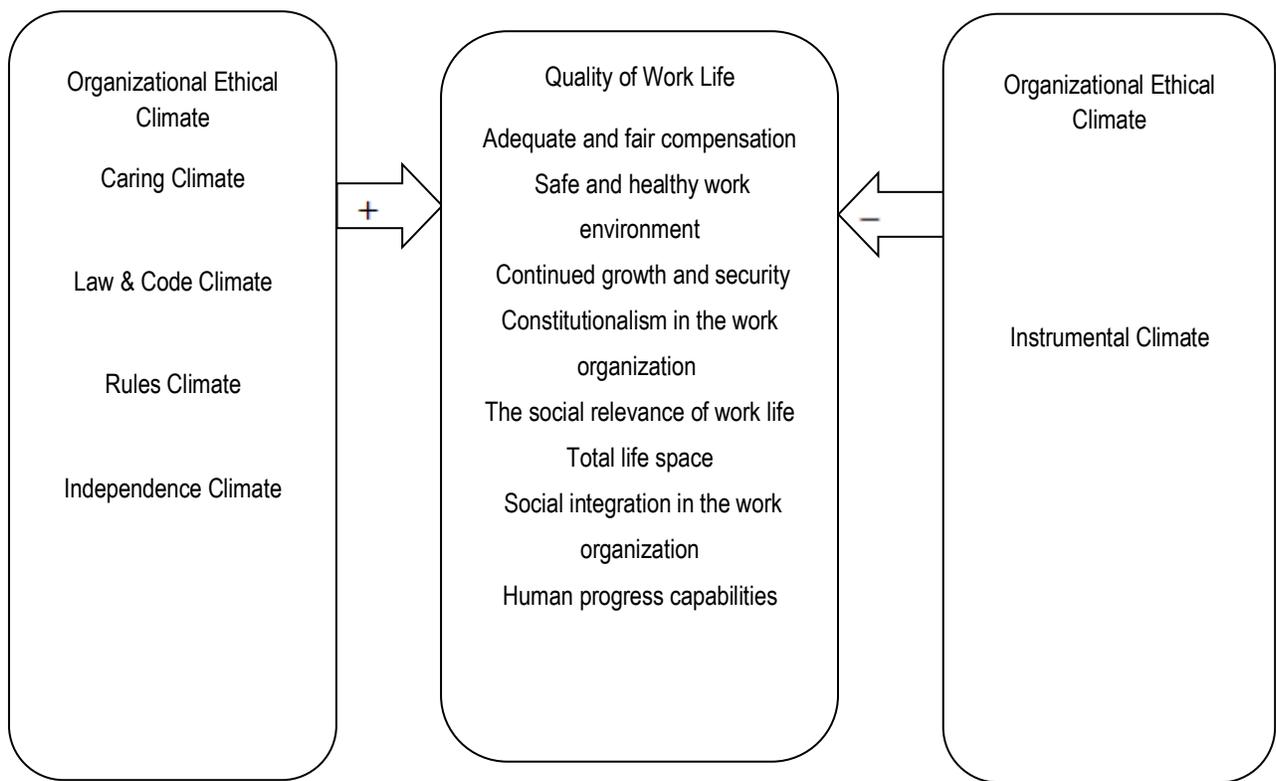


Fig. 1 Research conceptual model

Kolmogorov-Smirnoff test was used for surveying normal data distribution and also Pearson correlation coefficient was used for surveying the correlation between variables. All analyses were conducted at significance level $p \leq 0.05$.

RESULTS

Kolmogorov-Smirnoff test results indicated normal data distribution ($p \geq 0.05$). Pearson correlation coefficient was used for surveying the correlation between organizational ethical climate and quality of work life of participants. Results indicated a significant correlation between organizational ethical climate and quality of work life ($r = 0.55$) (table 1, $p \leq 0.05$). It could be said that by increase of organizational ethical climate the quality of work life of staff of Ministry of Youth Affairs and Sports increases.

Table 1. Results of Pearson correlation coefficient test between organizational ethical climate and quality of work life.

Independent Dependent	Organizational Ethical Climate		
	Correlation coefficient (r)	Significance level (Sig.)	No. (N)
Quality of work life	0.55	0.01**	172

*P ≤ 0.05 significant correlation, **P≤0.01 significant correlation.

The correlation between subscales of organizational ethical climate and quality of life of participants was surveyed. Results indicated a significant correlation between dimensions of caring climate (r= 0.49), law and code climate (r= 0.5), rules climate (r= 0.47), independence climate (r= 0.29) and quality of life (p≤ 0.05); while the correlation between dimension of instrumental climate and quality of life was not statistically significant (p≥ 0.05).

DISCUSSION AND CONCLUSION

The aim of conducting the current research was surveying the correlation between organizational ethical climate and its dimensions with quality of work life of staff of Ministry of Youth Affairs and Sports. Results indicated that there is a direct and significant correlation between caring climate and quality of work life. This finding is consistent with results of Dockel (2003), Morin (2003), Shoaf (2004), and Suzanne (2005) and indicates that friendship among the members of the organization results in desirable quality of work life. According to Hill and Heskett, individuals involved in activities in friendly climate could better help other colleagues in doing tasks and encourage them to make more efforts, and during time perhaps they teach them how to encourage each other to do tasks and activities.; also when the organization provides a friendly climate, staffs could easily start to make innovations, flourish themselves and improve themselves. Based on the research results, a friendly climate has an effect on quality of work life and as a result of effect of this climate on the job performance in the organization results of quality of work life will be achieved in the organization. The current research

results indicate that friendly behavior climate has the highest effect on the quality of work and after that there are courtesy, chivalry and consciousness. Individuals’ perception of organizational caring climate results in increased social interactions and increased quality of work and its benefits. Caring climate has a positive effect on cooperative and innovative climate. In this type of organizational climate because the aim is growth and development of one another, thus helping to improve each other’s performance is not unexpected; so this organizational climate is highly effective on occurrence of high organizational quality of life. Individuals have different ideas about levels of quality of work life at different organizations and workplaces. There are some evidences showing that if staffs create a friendly climate in the organization they can benefit from more efficiency. This organization has self-devoted, honest and loyal individuals and these characteristics result in commitment of staffs to the organization and they will have higher tendency to stay at the organization and they are more flexible toward the organizational changes and as a result they create desirable quality of work life. The correlation between friendly organizational climate and condition and quality of work could be effective on creation and increase of normative commitment which is the feeling of ethical commitment and staying at the organization. In general, in order to benefit from the advantages of having appropriate quality of work life and to keep and increase efficiency and desirable work performance it is necessary to pay attention to the organizational behavioral climate and to create a friendly climate between members

of the organization. Some of the measures that could be taken in this regard are management method and organizational leadership style revisions and creating emotional and cooperative relationships with members of organization, building close relationships with members and providing required in-service training in order to build relationships in the organization. Also there is a positive and significant correlation between law and code climate and quality of work life. This finding of the current research is consistent with researches of Mokhtari (2009) and Shalbaf (2009). What is obvious in the practical theoretical concepts is paying attention to the law and code climate at each organization during these days. Results related to the research which were analyzed by the use of correlation coefficient indicated that there was a direct and significant correlation between rules climate and quality of work life. Perception of law and code climate means that staffs make their decisions based on paying attention to the ethical rules beyond the organization which are broader and more universal. Organization tries to create a law and code climate to achieve more efficiency and to improve quality of work life for better use of organizational opportunities. High quality of work life results in staffs' satisfaction and efficiency and it has positive organizational results and outcomes. Additionally, for implementing new and normative interpretations of organization and management paying attention to staffs' quality of work life is inevitable; because many of the concepts of these theories are considered as a part of quality of life program. Thus it could be said that nowadays' organizations need to pay attention to staffs' quality of work life in order to survive and to be effective in competitive world of today and they realize it through creating laws and codes among staffs of the organization and implement programs with laws and codes. Also other results indicated a direct and significant correlation between rules climate and quality of work life. This finding is consistent with the researches of Mokhtari (2009) and Shalbaf (2009). As an explanation to this it could be said that formulation and adoption of norms and organizational rules and informing members of

the organization about them are directly or indirectly effective on individuals' desire to increase the efficiency of the organization and they have more effect on staffs' turnover intention. Paying attention to the rules of the organization and using fair and appropriate methods of performance evaluation not only brings desirable quality of work life but also brings satisfaction and gratification of staffs. Also formulation of ethical rules and ethical policies inside the organization and making all staffs aware of the existence of these rules results in making the unethical behaviors unacceptable and acceptance of these behaviors among the colleagues will be harder; but ultimately it results in higher quality of work life. In this regard clarifying staff's organizational promoting methods, payment methods, bonuses and overtime payment methods, and informing staffs about these methods not only result in reduced feeling of organizational injustice toward members of the organization, but also results in ethical work and staffs' identity improvement and reduced turnover intention; and as a result it is possible to expect desirable quality of work life from the organization. Accordance of activities of organization with laws and rules guarantees desirable quality of work life. Organizational managers do not like to see an atmosphere in the organization that leads to considering actions such as scam as a good behavior. For knowing right from wrong the most reliable method is law. This clarification of laws and rules in the organization causes the members of organization to follow those laws and rules and thus the organization encounters less problems and it results in high quality of work. But there was no significant correlation between instrumental climate and quality of work life. This finding is consistent with previous research results of Akbari (2011), Joseph (2000) and Pollock (2005) and indicates that instrumental climate of the organization not only not includes job satisfaction but also results in decreased quality of work life. The instrumental climate is kind of selfish climate which includes actions according to the personal interests and benefits; whereas philosophy of quality of work life is based on this belief that

efforts must take place toward the highest benefit for the organization and efforts must not be a base for personal benefits, rather for the benefits and interests of the organization. Kant's moral philosophy emphasizes on some principles for progress of quality of work life. Kant says that individuals should act in a way to have a result for all and not just for themselves. Without instrumental climate in an organization working will be pleasant and accompanied by desirable quality of work life, job satisfaction, happiness, satisfaction and self-actualization in one hand and individuals' satisfaction and progress in affairs at the other hand. Perception of the concept of selflessness and not selfishness in the organization in general and in the business of the organization in particular is the base for creating and maintaining a desirable organizational behavioral environment. Organizational management could improve loyalty in the organization through creating a participation climate in order for the staffs to consider the benefits of the organization more important than their personal benefits and provide efficiency and effectiveness for the organization. Other results indicated a significant correlation between independence climate and quality of work life. This finding is consistent with research results of Martin (2006), Ambrose (2008) and Mayer (2009). Ethics in business are considered as the main base for the business and improved work condition and desirable quality of work are realized through these ethics. Similarly, quality of work life management is also built on the basis of these ethics and it results in theoretical and practical progress of business. On the other hand, organizational ethical climate and especially independence climate could have considerable effect on business, a kind of effect that has become more important. Researchers of quality of work life should consider the behavioral principles in the quality of work management programs and act in a way to create organizational quality of work and be pioneers in taking measures toward behavioral business. Karazebi states that an organization will be successful only when all the staffs have personal control. Deming also supports from that type of organizational behavioral

climate that is toward the progress of quality of work life and the climate in which the staffs have autonomy (one of the features of organizational independence climate). High quality of work should be based on individuals' focus on personal control at work. This type of organizational behavior is one of the key factors of quality of work life and job satisfaction. These concepts of organizational behavior do not decrease the profitability motives, but rather emphasize on the stable performance through valuing staffs to have autonomy and personal control at work. Personal control in the organization results in innovation and high quality of work. Today's managers have found out that it is not possible to manage organization only by rules and regulations and there are some other tools that are necessary. According to experts for better management and high quality the organization is required to replace other's control with self-control and to change behavioral aims to behavioral rules. With appropriate behavioral environment in the organization, it undoubtedly plays an important role in improving quality of work life of the organization. As a general conclusion it could be said that different types of ethical work climates are related to the important organizational outcomes and this indicates the importance of paying attention to ethics and concept of ethical climate in organizations and workplaces. Based on the important role of a variable like quality of work life and based on the research findings it is necessary to make more efforts for improving climates that have positive outcomes for the organizations.

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