

Ethics: Pattern Regarding Belief for Workplace Behavior

Anita Santaji Mane* and Palanisamy Ganesan**

Ethics is an individual's personal belief about whether a behavior, action or decision is right or wrong. Ethical behavior is in the eye of the beholder. It usually refers to behavior that conforms generally accepted social norms. Participants were 413 employees from Sangola city. Participants were asked to answer 24 questions relating to their beliefs about the ethical acceptability of certain workplace behaviors. The results of ANOVA illustrate that there is no difference between gender with the variables related to personal benefits from organizations resources. The same results were also found from other demographic variables viz., age, marital status and family type. However, there is a significant difference was found with educational level and work experience. Respondents have beliefs consistent with the most ethical approach for a number of business ethics behavior. Education, work experience has certain impact on work behavior in the organization. Ethics is subjective and cannot be shared even when two individuals use the same words in order to express their moral judgement, this by no means implies that they share the same moral stance. In organization, everything is related to the circumstances in which actions are executed. In the long run ethical people are more likely to be successful in business than unethical people. Character describes a cluster of personal qualities each of us can cultivate to help work ethically and thereby create more ethical business.

Keywords: ethics, work behavior, decision making

1. Introduction

Trevino, Weaver, and Reynolds (2006:952) defined behavioral ethics as the study of individual behavior that is subject to or judged according to generally accepted norms of behavior. Studies have shown positive relationship between individuals' ethical behavior and firm's performance. Ethics in general can be defined as a systematic attempt to make sense of our individual and social moral experience in such a way as to determine the rules that ought to govern human conduct, the values worth pursuing and the character traits deserving development in life. Business ethics used in this text, pertains to human interaction when sourcing, producing and market goods and services for profit include the relationship between business management and their employees, the firm and its primary stakeholders, the business and its relationships to community government and society in general.

Business everywhere needs to earn profits in order to remain existent. Some companies aggressively seek to maximize their profits, grow at any cost and focus on nothing but what is best for the company (Griffin, 2005). Ethics is an individual's personal belief about whether a behavior, action or decision is right or wrong (Garrett and Klonoski, 1990; Ferrel and Fraedrich, 1994). Ethical behavior refers to behavior

*Dr. Anita Santaji Mane, Director, Sinhgad Institute of Business Management, Kamlapur, Dist-Solapur, India

**Dr. Palanisamy Ganesan, VIT Business School, VIT University, Vellore, Tamil Nadu – India (currently as a Full Professor, School of Finance and Banking, Kigali – Rwanda)

Mane & Ganesan

that conform generally accepted social norms (Griffin, 1998). Personality is defined as trait(s) that denotes some uniqueness to the individual life and that can account for differences in behavior across time and situation. Trevino, Weaver and Reynolds (2006) has demonstrated that there is a link between personality and various antisocial outcomes (e.g. theft, deviance, unethical behavior) in the workplace. In a recent study, Berry, Ones, and Scakett (2007) found that workplace deviance was negatively related to agreeableness and conscientiousness factors of personality. Ethical principles can be defined as consensually held positions on moral issues (e.g. Fritzsche and Becker, 1984; Kohlberg, 1969 and 1981; Mackie 1977; and, Payne and Giacalone, 1990). Ethics in conventional view, moral values are continually evolving and are shaped by patterns of behavior and discourse within a social group (Phillips, 1992). Nonetheless, Ethics does not only refer to acts like stealing or lying, it can also refer to being dishonest in reports, intimidating fellow employees, using one's positional authority for personal gain, sexual harassment, fraudulent timekeeping and misrepresenting the organization, to name but a few.

The different factors that influence ethical behavior in organizations is important to the development of organizational science. Ethical issues are present in organizational life where multiple stakeholders, interests and values are in conflict and laws are unclear. Human behavior is shaped by many forces, because an individual's sense of ethical conduct influences his or her professional conduct as well as personal actions, one of the most powerful but invisible of these factors is a person's sense of right and wrong, of what is ethical and unethical in a particular situation. Ethical beliefs are manager's perceptions of the 'rightness' involved with various issues (Ferrell and Weaver, 1978). The marketing ethics literature emphasizes the interplay of individual ethical beliefs with organizational characteristics (Ferrell and Gresham, 1985 and Hunt and Vitell, 1986), and further research has explored whether ethical behavior can be best explained by individual beliefs or the organizational context. (Drumwright, 1994; and Maignan and Ferrell 2004). Research in this areas provides support for the role of ethical beliefs, demonstrating that, despite powerful organizational characteristics, ethical conduct is manifest and must be executed through the individual beliefs, frameworks- that is, conditions in which the firm's information about supplier behavior may be scare or even negative. Correct decision making within the context of organization requires the delimitation of fields of responsibility and power. It is essential for each person to know what is expected of him or her in the organization and what his or her field of action is and the commitments undertaken should be explicit.

More and more companies are following corporate social responsibility concept and ultimate aim is to achieve corporate citizenship. To fulfill this aim of the corporation's the basic requirement is ethical behavior of the employee working for them. Employees should exhibit the sense of morality in all the tasks that they perform. It is extremely important for the organization to have a control mechanism to make sure that the workforce at all the level behaves ethically. For members of organizations, ethical standards can help guide individual decision making by clarifying what the majority of others believe is appropriate. But given that ethical standards often are tacitly held, rather than explicitly agreed upon (Haidt, 2001; Turiel, 2002), individuals may struggle to recognize the normative view- what most others believe is the 'right' course of action. People's tendencies to project their own opinions can alter

Mane & Ganesan

their judgments about what others think is ethical, perhaps giving them a sense of being in the majority even when they are not. Ethics is a choice and choice is a result of attitude. Education, experience and culture have significant impact in shaping up the attitude of an individual. According to integrated social contract theory, the relevant cultural norms influence ethical attitudes of different groups within a society. A society with higher level of ethics tends to be characterized by greater certainty of action and lower cost of regulation and policy.

Various studies have attempted to emphasize the significance of the ethical behavior of individuals and the implications of unethical behavior on individual and business performance. In this context, the present study is an attempt to understand and examine different variables governing ethical behavior of individual and individual in a group like age, education and social class.

The research study was organized in the following ways: after a brief introduction about the ethics and ethical behavior of individual and its implications; the second section deals with various studies on individual awareness on ethical attributes, ethical behavior of individual, its significance, relationship between ethics and decision making etc. Followed by, the statement of the problem with relevant hypotheses and methodology adopted were stated. The results and discussion and conclusion were presented finally.

2. Literature Review

A conceptual study by **Steven, Grover (1993)** with a model of dishonest in workplace, explains that people may lie in their workplace for achieving certain benefits like promotion, prevent themselves from being admonished, or make money. **Robison and Bennett (1995)** focused on negative behavior that may be considered deviant such as absenteeism, withdrawal, withholding efforts and behavior which lead to corporate inequality. The result of their research yielded a two dimensional chart which organizes deviant workplace behavior into four quadrant labeled: production deviance, property deviance, political deviance and personal aggression. They concluded that the typology of workplace deviance can be used to classify deviant behavior according to organizational climate. They added that the ethical climate of any organization is a good predictor of unethical behavior.

Sims (2002) concluded that employees who report high levels of jobs and organizational satisfaction also reported lower levels of likelihood of ethical rule breaking within the organization, this can be explained by the fact that individuals who have grown more attached to their jobs, and organization as a whole are more likely to follow the roles set forth by their workplace, which preside over ethical decision making.

Glenn F Ross (2003) examined four basic ethical principles that are core of optimal employee functioning: efficiency, reliability, initiative and hard work. The study was carried out for ethical beliefs among tourism/hospitality industry, employees working and potential tourist. The author found that the values associated with showing initiative and acting responsibly were the more highly favored, efficiency and hard work were found to be less so. The study showed that 'trust' was highly

Mane & Ganesan

avored response in the alleviation of work stress, furthermore, the absence of such, in an organization climate within a workplace would appear to offer serious antagonism to fundamental workplace ethical values.

Seam V, Tim B (2003) examined the relationship among awareness of ethic codes perception of an organization ethical values and the level of organizational commitment. The result suggests those individuals who are aware of ethics code in their organization perceive that organization as having more ethical values. Also ethics code awareness is likely to influence the level of organizational commitment although this effect is fully mediated by perception of corporate ethical values.

Ann E T, David M M (2004) examined the root of unethical decisions by identifying the psychological forces that promote self – deception. They have identified four enablers of self deception, including language, euphemisms, the slippery slope of decision making, errors in perceptual causation, and constraints induced by representations of the self. The researcher identifies several trigger points that contribute to unethical behavior: environmental or contextual cues, self deception and decision frames. They argue that organization can effectively decrease unethical behavior only by making sure that all organizational elements – including the formal and informal systems of communication, surveillance and sanctioning mechanism, and the organization climates pertaining to ethics, justice and respect are in line with each other.

Danely (2005) emphasized about how and when to take action to practice habit of ethical behavior, he has laid stresses on the following habits i.e. creating habit of excellence, courage, integrity, fairness, generosity. He adds that the most important thing is to take the time to examine prepare and practice a strong code of ethics – creating habits of excellence for ourselves and those we work with.

Appelbaum et.al (2005) emphasized that there are four main demographic factors that may affect ethical behavior in an organization. The first factor is gender, due to the fact that males tend to engage in more aggressive behavior than females at work. Tenure is an additional factor to consider as employees with less tenure are more likely to commit property deviance. Third it has been shown that the more educated the employee is the less likely they will be involved in unethical behavior, as per age, older employees are likely to be more honest than younger employees.

Linda K T et.al (2007) found that perception of ethics in the organization differed predictably across levels, with senior managers perceptions being significantly more positive and lower level employees perceptions being more negative. The researcher suggest that organization needs to create opportunities for lower level employees to interact directly and regularly with senior mangers about ethics issues so that executives can gather higher quality information, perception can become aligned and executives can communicate their commitment to ethics on regular basis.

Steven H Appelbaum, et.al (2007) focused on why people engage in such behavior (indecent) and explored as to why organization allow such behavior to thrive within their walls. They recommend three possible solution firstly in order to minimize negative deviant behavior within the workplace, organization must adapt to a specific organization culture. Secondly, grouping together all the generally accepted values

Mane & Ganesan

and norms present within the workforce by the management team, thirdly another way of preventing the likelihood of employee deviant behavior is to conduct frequent background checks by hiring.

Thug Nga T V (2008) concludes that when conducting assessments of management behavior and ethics, it will provide information that can enhance the boards monitoring function and which in return is of interest to the investing public and other stakeholders of the company. He also added that gathering and providing that information may also enhance the financial performance of the company by attracting investors, employees and customers who are interested in affiliating themselves with a company that exhibits high standards of business ethics.

3. Statement of the Problem

An effective organization's management depends on the employees ethical behavior at work place and thus lead to organization performance. Various studies examined the employee ethical behavior in different perspectives, namely, the awareness of ethical codes of an organization, relationship between employees ethical beliefs and organizational commitment, problems of unethical behavior, workplace ethical beliefs with work stress, etc. some of these studies have examined all the said issues conceptually and few studies tested empirically. However, very few studies have analysed with demographic factors like education, age, gender, culture, experience, political and legal environment etc.

It is also derived that *firstly*, there are limited studies on the issues such as when are people more likely to be aware of the unethical activities and implication of their actions. Rest (1986) defines moral awareness as 'identifying what we can in a particular situation, figuring out what the consequences to all parties would be for each line of action, and identifying and trying to understand our own gut feelings on the matter.' Many researcher view moral awareness as an interpretative process wherein an individual recognizes that a moral problem exists in the situation one is involved in (Reynolds 2008). It is argued that if such recognition is present then the individual should realize 'that his or her potential decision or action could affect the interests, welfare, or expectations of the self or others in a fashion that may conflict with one or more ethical standards' (Butterfied, Trevino, and Weaver 2000:82) *Secondly*, on the issue of ethical decision making and in particular, the form that ethical decisions will take place, When allocating valuable resources between oneself and another party, will people easily adhere to a commonly accepted equality –rule (Messick 1993), or will decision makers perceive other allocations as the moral things to do? Tenbrunsel and Smith –Crowe (2008) argue that moral decision making processes may indeed lead to either ethical or unethical decisions. One important determinant is what decision maker aims to achieve, that is his or her intentions (Rest,1986). The intention of the decision maker is influenced by his or her motives, which can take for example, the form of self interest of fairness. These motives can be shaped by the type of interaction one is involved in (competitive or cooperative in nature), the culture one is educated in , the ethical infrastructure of the organization and even the cognitive biases that represent the human condition.

Mane & Ganesan

A number of variables has been studied with regard to ethical behavior at work. With regard to demographic variables, gender is often associated with ethical decision making. Although men are less ethical than women with regard to a number of business ethic topics, other studies do not report such a difference (McCabe et.al, 2006). Situational experiences can include the quality of work experience is associated with unethical behavior intensions (Jones and Kavanagh, 1996). Also employee dissatisfactions is associated with increased unethical behavior such as theft(Greenberg, 1990,1993).

Research Questions

1. What is the level of perception on ethical behavior of individuals in workplace?
2. Is there a difference with the ethical behavior of individuals on account of the demographic variables?

4. Methodology and Research Hypotheses

With the descriptive research approach, the research participants were 413 employees of different manufacturing and services industries from Sangola city who were contacted for answering the research questions. Participation of the respondents in the survey was completely voluntarily, with the non-probability sampling method called convenience sample. Participants were approached to complete the designed questionnaire within their workplace and few of them completed it at their residence. The required data were collected without identifying information in an anonymous manner and done during May/June 2010. Of 454 survey distributed, 415 completed questionnaire were received, 2 individual omitted few parts, so a total 413 questionnaire were finally taken for the purpose of analysis. This is a respondents of 91% $[(413/454)*100]$. Respondents (all males and female aged 18 to 46 and above years from the city of Sangola.) which include, doctors, professors from colleges and university, teachers, nurse, etc. were asked to fill in the questionnaire, consisting of open and close ended questionnaire. The collected data were analysed with simple percentage, mean, and analysis of variance. The following Demographic items were included in the study: age, family type, marital status, education, occupation and length of service (experience).

The scale items on Ethical Behavior at Work place were developed in the following manner: Participants were asked to answer 23 questions relating to their beliefs about the ethical acceptability of certain workplace behaviors. The stem portion was, ' In the work place, it is acceptable to: and measured with a Likert style scale with 1 = strong disagree to 5 = strongly agree. For the items use, strongly disagree indicates more ethical behavior, and strongly agree indicates more unethical behavior. These items include: 'take merchandise/equipment for one's own personal use', 'do less than your share of work in a group project', 'use unethical behavior to earn a promotion/gain a sale, 'take favor from others for personal gains', The 15 items were used from survey conducted by Nonis & Swift (2000) while the other 8 items were general items created specifically for this study.

Mane & Ganesan

Hypotheses

H1a: There is no significance between gender of the respondents and Personal Benefits from Organization

H1b: There is no significance between age of the respondents and Personal Benefits from Organization

H1c: There is no significance between respondents' educational level and Personal Benefits from Organization

H1d: There is no significance between marital status of the respondents and Personal Benefits from Organization

H1e: There is no significance between family type of the respondents and Personal Benefits from Organization

H1f: There is no significance between respondents' work experience and Personal Benefits from Organization

H2a: There is no significance between gender of the respondents and Commitment to the organization

H2b: There is no significance between age of the respondents and Commitment to the organization

H2c: There is no significance between respondents' educational level and Commitment to the organization

H2d: There is no significance between marital status of the respondents and Commitment to the organization

H2e: There is no significance between family type of the respondents and Commitment to the organization

H2f: There is no significance between respondents' work experience and Commitment to the organization

H3a: There is no significance between gender of the respondents and compliance in work

H3b: There is no significance between age of the respondents and compliance in work

H3c: There is no significance between respondents' educational level and compliance in work

H3d: There is no significance between marital status of the respondents and compliance in work

H3e: There is no significance between family type of the respondents and compliance in work

H3f: There is no significance between respondents' work experience and compliance in work

H4a: There is no significance between gender of the respondents and Companies Policies

H4b: There is no significance between age of the respondents and Companies Policies

H4c: There is no significance between respondents' educational level and Companies Policies

H4d: There is no significance between marital status of the respondents and Companies Policies

H4e: There is no significance between family type of the respondents and Companies Policies

H4f: There is no significance between respondents' work experience and Companies Policies

5. Results and Findings

The demographic details of respondents indicates that out of 413 working people, 157 were in the age group of 35-45 years, followed by 140 working people who were in the age group of 26-35 years. The minimum number of people employed were found in the age group 18-25years. 46.25 per cent of respondents belong to Nuclear family and remaining 53.75 per cent were from joint family. Maximum of 85.47 per cent respondents were married and 19.30 per cent were unmarried. Eighty three per cent respondents were found highly educated. Among those, 42.62 per cent were graduates and 39.95 were post- graduates. There were 2.91 per cent matriculates. In case of 4 per cent education level respondents were PUC and 11.62 were diploma holders.

27.10 per cent of the respondents belonged to Middle Level Officer, followed by Lecturer (23.73 per cent), Asst. Teacher (22.28 per cent) and Clerk (17.43 per cent). 2.18 per cent 7.26 per cent were Manager Level officer and others include Peon, Counselor etc. Out of 413 respondents, 174 had more than 11 years' experience, followed by 151 respondents who had less than 5 year experience. Experience 88 respondents was between 6-10 years.

Table 1.5.1. shows the perception of respondents on personal benefits from organization. 45 percent respondents disagree to the statement, and 35 percent respondents strongly disagree to the statement 'It is perfectly alright to use company supplies for personal use.' Of the 413 respondents, 50 percent and 32 percent respondents disagree and strongly disagreed to the statement 'I use company services for personal use'. There is a mix of opinion 'If I get a chance to do personal work along with company work during office timing I do it, 37 percent and 23 percent respondents said they disagree and strongly disagree respectively but 27 percent respondents said they agree that if they get a chance to do personal work along with company work during official timing, they would do it. 90 percent respondent agreed that they get back to work in time after lunch and tea break. 94 percent respondent strongly reacted by disagreeing to the statement, 'I pretend to be sick to get the day off.'

Mane & Ganesan

Table 1.5.1. Perception on Personal Benefits from Organization

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
It is perfectly alright to use company supplies for personal use	143 (34.62)	185 (44.79)	30 (7.26)	45 (10.90)	10 (2.42)
I use company services for personal use	133 (32.20)	205 (49.64)	34 (8.23)	37 (8.96)	4 (0.97)
If I get a chance to do personal work along with company work during official timing, I do it.	96 (23.24)	154 (37.29)	46 (11.14)	112 (27.12)	5 (1.21)
I get back to work in time after lunch and tea break	3 (0.73)	4 (0.97)	27 (6.54)	336 (81.36)	43 (10.41)
I pretend to be sick to get the day off	160 (38.74)	226 (54.72)	10 (2.42)	16 (3.87)	1 (0.24)

Table 1.5.2. Perceptions on Commitment to the organization

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Sometimes I take longer than required time to complete my job.	29 (7.02)	87 (21.07)	28 (6.78)	245 (59.32)	24 (5.81)
2. I change the quality reports as per the instructions of my superiors	47 (11.38)	147 (35.59)	66 (15.98)	148 (35.84)	5 (1.21)
3. I do report my co-workers mistakes.	22 (5.33)	79 (19.13)	71 (17.19)	234 (56.66)	7 (1.69)
4. I am never to blame for errors in my department/section	30 (7.26)	171 (41.40)	76 (18.40)	127 (30.75)	9 (2.18)
5. I am perfect in my work.	13 (3.15)	56 (13.56)	22 (5.33)	263 (63.68)	59 (14.29)

59 percent respondents (Table 1.5.2.) agreed to the statement that sometimes they take longer than required time to complete the job, were as 21 percent respondents said they disagree, i.e. they do not require extra time to complete the job. 35 percent have mixed views, few say i.e. 35 percent that they change the quality of report as per the instructions of their superiors, were as 35 percent said they disagree and 11 percent respondents totally disagree to the statement. 57 percent respondents said they do report co-workers mistake to the higher authority. 41 percent respondents said they disagree to the statement that 'I am never to blame for errors in my department/section', whereas 31 percent respondents said they are never blamed for errors in the department/section. 78 percent respondents said they are perfect in

Mane & Ganesan

their work, 14% respondents said they disagreed, as they are not upto mark in the job.

Table 1.5.3. Perception on honest and compliance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18. When someone else gets appreciated I feel disheartened.	117 (28.33)	180 (43.58)	59 (14.29)	54 (13.08)	3 (0.73)
19. I would reveal company information to external person for favors.	227 (54.96)	119 (28.81)	15 (3.63)	37 (8.96)	15 (3.63)
22. I prefer to follow standing instructions.	4 (0.97)	5 (1.21)	7 (1.69)	286 (69.25)	111 (26.88)
23. If you deal with person honestly he/she deal with you honestly	1 (0.24)	4 (0.97)	7 (1.69)	204 (49.39)	197 (47.70)
26. As per my opinion it is very unethical to do immoral work /things	4 (0.97)	9 (2.18)	4 (0.97)	268 (64.89)	128 (30.99)
28. I follow trade union directions even if they are unethical.	38 (9.20)	121 (29.30)	112 (27.12)	109 (26.39)	33 (7.99)
29. I listen to senior co-workers even if I do not agree with them.	9 (2.18)	62 (15.01)	83 (20.10)	221 (53.51)	38 (9.20)
30. I dislike people who don't work properly	11 (2.66)	23 (5.57)	25 (6.05)	282 (68.28)	72 (17.43)

For the statement- 'When someone else get appreciated I feel disheartened' the responses was no i.e. 44 percent respondents disagree and 28 percent strongly disagreed to this statement but 14 percent and 13 percent were neutral and agreed to this statement, stating that they get disheartened when someone else get appreciated. 29 percent and 55 percent respondents said they disagree and strongly disagree that they would reveal company information to external person for favors. 69 percent and 26 percent respondents said they agree and strongly agree to the statement they prefer to follow standing instructions. Of the 413 respondents 97 percent respondents agree that if we deal with a person honestly, they too in return deal with us honestly. 95 percent respondents felt it is very unethical to do immoral work/thing. For the statement I follow trade union directions even if they are unethical' the respondents 29 percent disagree to the statement, whereas 27 percent were neutral, and 26 percent agree to it. 54 percent respondents viewed that they would agree to senior view, even if they disagree with them, 20 percent respondents were neutral were as 15 percent disagree with the statement. 85 percent respondents agreed and said they dislike people who don't work properly.

Mane & Ganesan

30 percent and 21 percent respondents (Table 1.5.4) agree and strongly agree that it is alright to hire competitors employee to know competitors trade secrets whereas it is observed 25 percent respondents disagreed to this statement. 50 percent agreed that most of the companies did not care about customers/consumer whereas 18 percent respondents disagreed to this statement. 64 percent respondent agree to the statement that following personal ethics means sacrificing business goals. 81 percent said that they agree (54 percent) and strongly agree (27 percent) that they work in a company like it is their own. 54 percent respondent viewed that they agree and 27 percent strongly agree that self-development depend upon company development.

Table 4: Perception on companies' policies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21. It is alright to hire competitor's employee to know competitor's trade secrets.	47 (11.38)	102 (24.70)	52 (12.59)	125 (30.27)	87 (21.07)
24. Most of the companies do not care about customer/consumer.	10 (2.42)	76 (18.40)	68 (16.46)	207 (50.12)	52 (12.59)
25. Following personal ethics means sacrificing business goals.	8 (1.94)	24 (5.81)	41 (9.93)	263 (63.68)	77 (18.64)
31. I do work in company as like my company.	10 (2.42)	32 (7.75)	34 (8.23)	224 (54.24)	113 (27.36)
32. Self Development depend upon company development.	10 (2.42)	32 (7.75)	34 (8.23)	224 (54.24)	113 (27.36)

With hypotheses from H1a to H1f, except H1c other hypotheses were accepted (Table 1.5.5). The results of ANOVA illustrate that there is no difference between gender with the variables related to personal benefits from organizations resources (stated in Table 1.5.1). The same results were also found from other demographic variables viz., age, marital status and family type. However, there is a significant difference was found with educational level and work experience. With respect to educational level, of five variables, three variables namely: I use company services for personal use; If I get a chance to do personal work along with company work during official timing, I do it; and 5. I pretend to be sick to get the day off were highly significant and was supported by the mean scores of these variables. In respect of work experience of respondents, there is a significant difference between respondents with I use company services for personal use, but not found with other variables.

Mane & Ganesan

Table 1.5.5: ANOVA Results Demographic Variables Vis-a-Vis Personal Benefits from Organization

Demographic Variables	No. of Respondents	1	2	3	4	5
Gender						
Male	370	2.03	1.99	2.48	3.99	1.73
Female	43	1.93	1.81	2.23	4.05	1.63
F – Value		.335	1.349	1.830	.418	.793
Age						
18-25	23	2.00	1.91	2.91	3.91	1.83
26-34	140	1.94	1.89	2.36	3.95	1.79
35-45	157	1.97	2.08	2.51	4.04	1.61
Above 46	93	2.20	1.91	2.40	4.02	1.76
F- Value		1.344	1.168	1.698	.965	2.019
Education level						
No School Education	23	2.17	1.96	2.43	4.00	1.91
Diploma or ITI	48	2.10	2.10	2.67	3.88	2.02
Under-Graduate	176	2.04	2.07	2.57	3.98	1.68
Post-Graduate	166	1.95	1.82	2.28	4.05	1.64
F – Value		.576	2.590**	2.505**	1.444	4.342*
Marital Status						
Married	353	2.02	1.98	2.43	4.00	1.71
Single	60	2.02	1.88	2.62	3.97	1.77
F – Value		.000	.598	1.335	.244	.315
Family Type						
Nuclear	191	2.12	1.97	2.41	4.04	1.76
Joint	222	1.93	1.96	2.50	3.96	1.68
F – Value		3.207	.012	.647	1.982	1.448
Work Experience						
Less than one year	12	1.83	1.75	2.08	3.75	1.75
1 - 3 year	71	1.96	1.80	2.45	4.00	1.65
4 - 5 year	68	1.93	2.15	2.66	3.93	1.84
5 - 9 year	88	1.97	2.15	2.55	3.94	1.74
Above 10 year	174	2.11	1.89	2.36	4.07	1.69
F-Value		.72	2.56**	1.28	2.05	.75

1. It is perfectly alright to use company supplies for personal use; 2. I use company services for personal use; 3. If I get a chance to do personal work along with company work during official timing, I do it; 4. I get back to work in time after lunch and tea break; and 5. I pretend to be sick to get the day off.

Mane & Ganesan

Table 1.5.6. ANOVA Results Demographic Variables Vis-a-Vis Commitment to the organization

Demographic Variables	No. of Respondents	6	7	8	9	10
Gender						
Male	370	3.34	2.80	3.38	2.81	3.70
Female	43	3.56	2.79	2.63	2.60	3.91
F-Value		1.610	.003	24.32*	1.590	1.699
Age						
18-25	23	3.30	2.61	3.00	2.48	3.83
26-34	140	3.41	2.86	3.17	2.77	3.88
35-45	157	3.34	2.80	3.41	2.90	3.63
Above 46	93	3.32	2.75	3.39	2.71	3.62
F-Value		.153	.424	2.53**	1.562	2.088
Education Level						
School Education	23	3.22	2.65	3.30	3.26	3.83
Diploma or ITI	48	3.35	2.81	3.38	2.73	3.56
Under-Graduate	176	3.39	2.90	3.43	2.84	3.49
Post-Graduate	166	3.35	2.70	3.14	2.70	4.00
F-Value		.169	1.101	2.61**	2.229	8.69*
Marital Status						
Married	353	3.38	2.79	3.35	2.82	3.74
Single	60	3.23	2.83	3.05	2.65	3.65
F-Value		.921	.070	4.76**	1.334	.405
Family Type						
Nuclear	191	3.34	2.87	3.32	2.78	3.65
Joint	222	3.37	2.73	3.28	2.80	3.79
Total	413	3.36	2.80	3.30	2.79	3.72
F-Value		.097	1.710	.180	.046	2.101
Work Experience						
Less than one year	12	3.00	3.17	2.67	2.75	3.83
1 - 3 year	71	3.27	2.63	3.08	2.76	3.83
4 - 5 year	68	3.47	3.22	3.41	2.79	3.88
5 - 9 year	88	3.42	2.74	3.22	2.84	3.74
Above 10 year	174	3.34	2.71	3.44	2.78	3.60
F-Value		0.70	3.79*	3.46*	.08	1.38

6. Sometimes I take longer than required time to complete my job; 7. I change the quality reports as per the instructions of my superiors; 8. I do report my co-workers mistakes; 9. I am never to blame for errors in my department/section; and 10. I am perfect in my work

Mane & Ganesan

Regarding the commitment to the organization (stated in Table 1.5.2), with I do report my co-workers mistakes, it was found that there is a significant difference within the sub-groups of different demographic variables except family type. On reporting co-workers mistakes, the mean score of male is higher than the female score which implies that male immediately respond and report their co-workers mistakes compared to that of female counterparts. The experience of an employee who is old leads to a conclusion that they point out the mistakes of others, both at workplace in particular and outside in-general, this is exhibited by the mean scores of high age-group category of the respondents. Married respondents have more mean score (3.35) compared to that of single individual (3.05) on reporting co-workers mistake. The level of education demonstrates the respondents agreement level differ in two variables related to the commitment to the organization, viz., I do report my co-workers mistakes and I am perfect in my work. The respondents groups related to family type: nuclear and joint have had same opinion on the commitment to the organization variables. The work experience of respondents' classification reveals that there is a significance difference between groups related to two variables: I change the quality reports as per the instructions of my superiors and I do report my co-workers mistakes.

On the preference to follow standing instructions, respondents belong to difference category of work experience do have a significant difference with F-value of 3.91 at 0.01 level of significance, also exhibited by the different mean score among the classification of work experience. With other demographic variables, significance difference emerged within its subgroups. In respect of I follow trade union directions even if they are unethical, subgroups of gender ($F = 4.49$), age ($F = 3.92$) and family type ($F = 6.52$) do not have a common opinion as per the significant F-values, which is supported by the mean scores. With regard to I listen to senior co-workers even if I do not agree with them, there is a difference in agreement level with the following demographic variables' subgroups: age ($F = 6.55^*$), marital status ($F = 12.81^*$), family type ($F = 4.37^{**}$) and work experience ($F = 3.47^*$). However, with other demographic variables, there is no significance difference. Therefore, on hypotheses from H2a to H2f, only H2f was not accepted and other hypotheses were accepted (Table 1.5.6).

The results of ANOVA demonstrate that hypotheses from H3a to H3f explaining **demographic Variables Vis-a-Vis Honesty and compliance in work**, all hypotheses were not accepted (Table 1.5.7).

On I dislike people who don't work properly, subgroups of two demographic variables: educational level ($F = 2.82^{**}$) and work experience ($F = 3.93^*$) have had significant differences in the agreement level with the statement. No significance difference was noticed from other demographic variables subgroups. There is significant difference between the subgroups of educational level ($F = 6.80^*$) with the statement 'If you deal with person honestly he/she deal with you honestly', which was strongly supported by the mean scores of the subgroups of the educational level. On the statement 'I would reveal company information to external person for favours', four demographic variables' subgroups: gender, marital status, family type and work experience have had significant difference, however their mean scores are less than 2 indicates the level of disagreement with the statement.

Mane & Ganesan

Table 7: ANOVA Results Demographic Variables Vis-a-Vis Honesty and compliance in work

	1	2	3	4	5	6	7	8	9
Gender									
Male	4.21	2.98	3.52	3.93	4.44	1.81	2.18	4.21	4.09
Female	4.05	2.60	3.60	3.84	4.42	1.47	1.81	4.37	4.05
F-Value	2.714	4.49**	.347	.477	.039	3.79**	5.26**	2.268	.083
Age									
18-25	4.17	2.57	2.87	3.91	4.35	1.43	2.00	4.17	4.13
26-34	4.21	2.76	3.40	3.81	4.46	1.74	2.03	4.20	4.19
35-45	4.26	3.15	3.65	4.01	4.50	1.85	2.24	4.35	4.04
Above 46	4.06	2.97	3.67	3.92	4.31	1.78	2.18	4.08	3.98
F-Value	2.008	3.92*	6.55*	1.414	2.179	.990	1.338	3.59*	1.180
Education level									
No School Education	3.96	2.96	3.52	3.78	4.04	1.78	2.65	3.96	3.39
Diploma or ITI	4.06	2.94	3.54	3.63	4.21	1.90	2.13	3.83	3.73
Under-Graduate	4.24	2.99	3.53	3.94	4.50	1.90	2.23	4.23	4.18
Post-Graduate	4.22	2.89	3.52	4.00	4.49	1.60	1.98	4.37	4.18
F-Value	2.242	.242	.009	2.82**	6.80*	2.352	4.00*	10.18*	8.452
Marital Status									
Married	4.21	2.96	3.59	3.95	4.44	1.84	2.17	4.25	4.09
Single	4.08	2.85	3.13	3.77	4.38	1.38	1.98	4.10	4.07
F-Value	2.229	.502	12.81*	2.402	.525	8.96*	1.796	2.589	.027
Family Type									
Nuclear	4.18	3.09	3.63	3.99	4.48	1.89	2.17	4.27	4.14
Joint	4.20	2.82	3.44	3.86	4.40	1.68	2.12	4.19	4.04
F-Value	.101	6.52*	4.37**	2.491	1.595	3.88**	.217	1.246	1.349
Work Experience									
Less than one year	4.25	2.58	3.25	4.17	4.42	1.67	1.75	4.33	4.42
1 - 3 year	4.10	2.65	3.18	3.66	4.41	1.37	2.03	4.11	4.21
4 - 5 year	4.21	2.93	3.63	4.03	4.47	2.00	1.93	4.25	4.10
5 - 9 year	4.41	3.10	3.57	4.13	4.47	1.92	2.14	4.33	4.15
Above 10 year	4.11	3.02	3.62	3.86	4.42	1.79	2.30	4.21	3.97
F-Value	3.91*	2.23	3.47*	3.93*	.18	3.63*	2.68**	1.18	1.50

1. I prefer to follow standing instructions; 2. I follow trade union directions even if they are unethical; 3. I listen to senior co-workers even if I do not agree with them; 4. I dislike people who don't work properly; 5. If you deal with person honestly he/she deal with you honestly; 6. I would reveal company information to external person for favors; 7. When someone else gets appreciated I feel disheartened; 8. As per my opinion it is very unethical to do immoral work /things ; and 9. Illegal work is not liked by me

Mane & Ganesan

With respect to when someone else gets appreciated I feel disheartened, there is a significance difference with agreement level which was noticed with the subgroups of gender, educational level and work experience. Nevertheless, the mean scores are 3 or less than 3 demonstrates that the respondents are with neither agreed nor disagreed and / or disagree with the statement.

There is significant difference between the subgroups of age ($F = 3.59^*$) and educational level ($F = 10.18^*$), however with other demographic variables there is no significance differences that was noticed. There is a similar opinion, witnessed with Illegal work is not liked by me among all demographic variables' subgroups.

With respect to the statement on I dislike people who don't work properly among the demographic variables, only work experience subgroups had significant difference ($F = 3.85$) with lowest mean score (2.33) in less than one year of experience and with highest mean score (3.44) in above 10 year work experience.

On the statement: Most of the companies do not care about customer or consumer, three demographic variables have had significant difference between their respective subgroups: educational level, family type and work experience. The mean scores of the respective subgroups also supports the significant F-ratios.

Regarding I do work in company as like my company, there is no significant difference between all the subgroups of the identified demographic variables. With respect to Self Development depend upon company development, only work experience subgroups are significantly differ, which also supported by the mean scores of the subgroups. It is noticed there is no significant difference between subgroups of the other demographic variables.

Thus, the results of ANOVA supports that hypotheses H4a and H4d were accepted and other hypotheses: H4b, H4c, H4e and H4f explaining **demographic Variables Vis-a-Vis Companies Policies** were not accepted (Table 1.5.7).

Among the demographic variables, the subgroups of age ($F = 8.69^*$) and family type ($F = 7.73$) have had significant difference with the statement: It is alright to hire competitor's employee to know competitor's trade secrets.

6. Conclusion

Ethics refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues. Ethical standards also include those that enjoin virtues of honesty, compassion, and loyalty. And, ethical standards include standards relating to rights, such as the right to life, the right to freedom from injury, and the right to privacy. Such standards are adequate standards of ethics because they are supported by consistent and well-founded reasons. Business ethics is about giving fair value to all stakeholders in exchange for fair value from all stakeholders. Honest organization builds trust not only among customers but among the members of the organization. In the long run ethical people are more likely to be successful in business than unethical people. Character describes a cluster of personal qualities

Mane & Ganesan

each of us can cultivate to help work ethically and thereby create more ethical business.

Table 1.5.8. ANOVA Results Demographic Variables Vis-a-Vis Companies Policies

Demographic Variables	No. of Respondents	I dislike people who don't work properly	It is alright to hire competitor's employee to know competitor's trade secrets	Most of the companies do not care about customer or consumer	I do work in company as like my company	Self Development depend upon company development
Gender						
Male	370	3.93	3.27	3.49	4.24	3.95
Female	43	3.84	3.05	3.74	4.28	4.07
F-Value		.477	1.104	2.367	.150	.610
Age						
18-25	23	3.91	2.78	3.65	4.26	3.87
26-34	140	3.81	2.90	3.41	4.25	3.89
35-45	157	4.01	3.62	3.66	4.28	4.06
Above 46	93	3.92	3.26	3.43	4.17	3.92
F-Value		1.414	8.69*	1.928	.613	.986
Educational level						
No School Education	23	3.78	3.04	2.96	4.39	4.13
Diploma or ITI	48	3.63	3.29	3.17	4.36	3.46
Under-Graduate	176	3.94	3.39	3.64	4.29	3.87
Post-Graduate	166	4.00	3.11	3.57	4.37	4.19
F-Value		2.823	1.432	5.54*	.817	.907
Marital Status						
Married	353	3.95	3.28	3.50	4.25	3.97
Single	60	3.77	3.08	3.63	4.22	3.95
F-Value		2.402	1.082	.877	.144	.015
Family Type						
Nuclear	191	3.99	3.45	3.65	4.22	3.96
Joint	222	3.86	3.08	3.41	4.27	3.96
F-value		2.491	7.73*	5.85*	.57	.00
Work Experience						
Less than one year	12	2.33	3.50	3.75	4.33	4.00
1 - 3 year	71	2.87	3.32	3.59	4.21	3.97
4 - 5 year	68	3.22	3.44	4.00	4.25	3.53
5 - 9 year	88	3.33	3.74	3.93	4.31	4.00
Above 10 year	174	3.44	3.52	4.01	4.22	4.11
F-Value		3.85*	1.83	3.64*	.42	4.88*

References

- Applebaum SH, Deguire K J & Lay M 2005, 'The Relationship Of Ethical Climate To Deviant Workplace Behavior', *Corporate Governance*, vol. 5, no.4, pp.43-56
- Appelbaum SH, Iaconi GD & Matousek A 2007, 'Positive and Negative Deviant Workplace Behavior: Causes, Impact and Solution', *Corporate Governance*, vol. 7, no.5, pp. 586 -598
- Axelrod A 2004 '*My First Book Of Business Ethics*', Quirk Books, Philadelphia.
- Berry CM, Ones DS & Sackett PR 2007, 'Interpersonal Deviance, Organizational Deviance And Their Common Correlates: A Review And Meta- Analysis', *Journal Of Applied Psychology*, vol.92, pp.410-24.
- Butterfields K, Trevino LK & Weaver GR 2000, 'Moral Awareness In Business Organization: Influences Of Issues – Related And Social Context Factors', *Human Relations* vol.53, pp.981-1018.
- Col. Bajaj PS & Dr. Agrawal R 2006, '*Business Ethics- An Indian Perspective*', Biztantra- Innovation in Management,India.
- Crane A & Matten D 2009, '*Business Ethics*', Oxford University Press, 2nd Edition Indian Edition, New Delhi.
- Dr. Gavai AK 2008, '*Business Ethics*', Himalaya Publishing House, New Delhi.
- Fritzche DJ & Becker H 1984, 'Linking Management Behavior To Ethical Philosophy – An Empirical Investigation', *Academy Of Management Journal*, vol. 27, pp. 166-175.
- Garrett Thomas M & Klonoski Richard J 1990, '*Business Ethics*', 3rd Edition, Englewood Cliffs, Prentice Hall, New Jersey.
- Glenn F Ross 2003, 'Work Stress Response Perception Among Potential Employees: The Influence of Ethics and Trust', *Tourism Review*, vol. 58, no.1, pp. 25-33.
- Greenberg J 1990, 'Employee Theft as a Reaction to Underpayment Inequality: The Hidden Cost of Pay Cuts', *Journal of Applied Psychology*, vol.75, no.5, pp. 561-568.
- Greenberg J 1993, 'Stealing in the Name of Justice: Information and Interpersonal Moderators of Theft Reactions to Underpayment Inequality', *Organizational Behavior and Human Decision Process*, vol. 54, no. 1, pp. 81-103.
- Jones GE & Kavanagh MJ 1996, 'An Experimental Examination of the Effects of Individual and Situational Factors on Unethical Behavior Intentions in the Workplace', *Journal of Business Ethics*, vol.15, no.5, pp. 511-523.
- Joshua F, Nadube McSween & Osman D 2010, 'Religious Affiliation & Ethics: Patterns Regarding Belief for Workplace Behavior', *Journal of Business Systems, Governance and Ethics*, vol.5, no.1, pp.25-42.
- K Praveen P & Edward AK 2008, 'Ethical Climate and Workplace Safety Behaviors: An Empirical Investigation', *Journal Of Business Ethics*, vol. 80, pp. 515- 529.
- Linda KT, Gary RW & Micheal EB 2008, 'It's Lovely At The Top: Hierarchical Levels Identities And Perceptions Of Organizational Ethics', *Business Ethics Quarterly*, vol.18. no.2
- Mccabe CA, Ingramr & Dato MC 2006, 'The Business Of Ethics And Gender', *Journal of Business Ethics*, vol. 64, no.2. pp.101-116.

Mane & Ganesan

- Messick DM 1993, 'Equality As A Decision Heuristic', in *Psychological Perspectives on Justice: Theory and Applications*, Ed., Mellers BA & J Baron, Cambridge Series *On Judgment And Decision Making*, New York: Cambridge University Press.
- National Business Ethics Survey: [Www.Ethics.Org](http://www.ethics.org) (Source: Ethics Resource Center)
- Nonis S & Swift CO 2001, 'An Examination of the Relationship Between Academic Dishonesty and Workplace Dishonesty: A Multi-Campus Investigation', *Journal of Education of Business*, vol.77, no.2, pp. 69-77.
- Payne SL & Giacalone RA 1990, 'Social Psychological on Social Structure: Self Monitoring Origins of Network Brokerage', *Journal of Applied Psychology*, vol. 93, pp. 1155-1164.
- Phillips N, 1992, 'The Empirical Quest for Normative Meaning: Empirical Methodologies for the Study of Business Ethics', *Business Ethics Quarterly*, vol. 2, no. 2, pp. 223-224.
- Rest J R, 1986, 'Moral Development: Advances In Research And Theory', New York: Praeger.
- Reynolds SJ 2008, 'Moral Attentiveness: Who Pays Attention to the Moral Aspects of Life?' *Journal of Applied Psychology*, vol. 93, pp. 1027-41
- Robin SL & Bennett RJ 1995, 'A Typology of Deviant Workplace Behaviors: A Multi Dimensional Scaling Study', *Academy of Management Journal*, vol.38, no.2, pp. 55-72.
- Sean Valentine & Tim Barnett 2003, 'Ethics Code Awareness, Perceived Ethical Values And Organizational Commitment', *Journal of Personal Selling and Sales Management*, vol. XXVII, no. 4, pp. 359-367
- Shelenker BR, 2008, 'Integrity and Character: Implication of Principled and Expedient Ethical Ideologies', *Journal of Social and Clinical Psychology*, vol. 27, pp. 1078-1125.
- Sims RL 2002, 'Ethical Rule Breaking by Employees: At least of Social Bonding Theory', *Journal of Business Ethics*, vol. 40, no.2, pp.101-09.
- Steven & Grover 1993, 'Lying, Deceit & Subterfuge: A Model Of Dishonesty In The Workplace', *Organizational Science*, vol.4 No3, pp.478 -495
- Tenbrunsel AE & K Smith-Crowe 2008, 'Ethical Decision Making: Where We've Been And Where We've Going', *Academy of Management Annals*, vol.2, pp. 545-607.
- Thug- Nga TV 2008, 'Rating Management Behavior & Ethics: A Proposal to Upgrade the Corporate Governance Rating Criteria', *The Journal of Corporation Law*, vol.34, no.1, pp. 1-41.
- Trevino LK, Weaver GR & Reynolds SJ 2006, 'Behavioral Ethics in Organization: A Review,' *Journal of Management*, vol.32, pp. 951-90.