

# Management Ethics Impact on Organizational Loyalty A Case Study of The Senate Employees in Jordan

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## Abstract

This study aims to investigate the impact of management ethics (good governance, employees rehabilitation, employees' interests management, justice, employees' abilities development, and informal organizations management) on organizational loyalty of the employees of The Senate in Jordan. Results indicated that there is a commitment of management ethics in all of its dimensions, except for informal organizations management. Results, also, concluded that there is an impact of management ethics on respondents' organizational loyalty in all of its dimensions, with the exception for the informal organizations management.

**Keywords:** Management Ethics, Organizational Loyalty, Good Governance, justice, employees rehabilitation, employees' interests management, employees' abilities development, informal organizations management

## 1. Introduction

Upon the emergence of Globalization phenomena that swept all world states, and foreign investments movement expansion in various parts of the globe, and widening the multinational companies business span, particularly towards the third world countries encumbered by poverty, hunger, and unemployment, the international bodies and organizations, and in particular the financing ones - such as the World Bank, International Monetary Fund, as well as aids and loans donor countries - stipulated that states which have the desire to obtain such aides and loans should fight corruption, perform the needed reforms in their governmental departments to get rid of managerial sagging, raise the performance level of such departments, and deepening transparency and accountability concepts. Accordingly, Jordan started reviewing its economic, social and other conditions, and developed a sustainable comprehensive development plan, to improve its public organizations performance. The plan top priority was to emphasize the need of accelerating corruption fighting in its various forms, adoption transparency, and accountability principle in various life aspects of Jordanian society, and getting rid of imbalances and managerial slack which public sector suffers. In order to achieve the intended managerial reforms and goals, government institutions should perform its assigned tasks effectively and in a maximum efficiency. The institutions and agencies ability to perform the assigned tasks are determined by their employees' quality, the values they have and their institution loyalty. Therefore, as employees organizational loyalty increase, their productivity increases as well, which in its turn enables their organization in performing and realizing its goals. However, such organizational loyalty must be governed by the prevailing moral values system within the organization.

The Senate in Jordan is a state institution, has its privacy since it is the last stage of legislation process, in addition to monitoring executive authority performance. This in total requires a capable administrative institution to help this department to perform its tasks through providing services required by The Senate members. Therefore, institution employees organizational loyalty is considered one of the important factors that determine the institution's ability. Based on the above mentioned, the idea of measuring the impact of management ethics commitment on organizational loyalty level of the Senate employees emerged, and then a model was developed to utilize management ethics among The Senate of Jordan for the purpose of enhancing employees organizational loyalty, and to enable The Senate to fulfill the entrusted tasks with the utmost adequacy and effectiveness.

## 2. Statement Problem

The study problem is summarized in an attempt to measure the impact of management ethics on organizational loyalty of The Senate Employees through answering the following questions:

1. What is the adherence level to management ethics among The Senate Employees?
2. What is the organizational loyalty level of The Senate Employees?
3. What is the impact of adherence to the managerial ethics on organizational loyalty among The Senate Employees?.

## 3. Study Objectives

The study aims:

1. To shed light on management ethics concept, and its importance to enhance organizational loyalty
2. To shed light on the organizational loyalty concept, and its importance to achieve organization effectiveness

3. To measure the adherence level to management ethics among The Senate employees
4. To measure The Senate employees organizational loyalty level
5. To develop a model for adherence to Management Ethics in the Senate of Jordan, as a public organization, in order to enhance public sector employees organizational loyalty
6. To conclude recommendations aiming to enhance adherence to management ethics in public sector, in order to increase up organizational loyalty.

#### **4. Hypotheses:**

Based on the above, the researcher formulated the following main hypothesis:

First hypothesis: there is no statistical significant impact of management ethics on organizational loyalty

##### **And subdivided by the following sub-hypotheses:**

The first sub- hypothesis: There is no statistical significant impact of good governance on organizational loyalty

The second sub- hypothesis: There is no statistical significant impact of employees rehabilitation on organizational loyalty

Third sub- hypothesis: There is no statistical significant impact of employees' interests management on organizational loyalty

Fourth sub- hypothesis: There is no statistical significant impact of justice on organizational loyalty

Fifth sub- hypothesis: There is no statistical significant impact of employees' abilities development on organizational loyalty

Sixth sub- hypothesis: There is no statistical significant impact of informal organizations management on organizational loyalty

#### **5. Study importance**

This study will be important to:

- Decision-maker in the Senate of Jordan through providing objective scientific assessment regarding the prevailing management ethics in The Senate, and its impact on determining organizational loyalty level among The Senate Employees. This will help the decision maker to take the necessary actions to adjust any deviation from performance criteria, if any.
- Rresearchers in management field in general since the study, and its model will be as scientific addition for management ethics employment impact studies on organizational loyalty in general.

#### **6. Methodology:**

Table (1) showed that the study criteria consisted of The Senate employees who have the first university degree (BA) and above, totaling (91) .Questionnaire was distributed over all the targeted population. (60) Questionnaires were collected, that is (65.9%) of the total distributed questionnaires. Sample characteristics were distributed as it is shown in table (1):

76.7% of the sample was males and 23.3% were females. With respect to the educational qualification level it was shown that 73.3% have bachelor degree, 25% have a master degree, and 1.7% have PhD degree. In terms of experience sample was distributed as follows; 41.7% have less than 5 years, while 45% their experience ranges between 5-9 yeas, 10% their experience range between 10 - 14 years, and finally 3.3% their experience is more than 15 years.

Table (1)  
 Distribution of the study sample depending on personal factors

Gender	Frequencies	100%
Male	46	76.7%
Female	14	23.3%
Educational Qualification	Repeat	100%
Bachelor	44	73.3%
Master	15	25%
Ph.D	1	1.7%
Experience	Repeat	100%
Less than 5 Years	25	41.7%
5 – 9 Years	27	45.0%
10 – 14 Years	6	10.0%
15 years and More	2	3.3%

### 6.1 Data collection methods

Relevant previous studies were used to collect the secondary data, while primary data were through a questionnaire, which was developed to cover all variables and dimensions. Study reliability was (0.96) according to Cronbach’s Alpha criteria, which is considered a high percentage that helps in using study results (Uma, 1992).

### 6.2 Statistical analysis:

Frequencies, means, standard deviations, simple regression, multiple regression, factor analysis and correlation analysis were used in this study.

### 6.3 Variables Measurement:

The study used the following dimensions to measure the variables: First: the independent variable (Management Ethics) .This variable was measured through a question directed to (30) individuals of the The Senate employees regarding management ethics dimensions. Based on the responses (38) dimensions were collected. Then a questionnaire was distributed to the sample. Factor analysis test was used, by which questionnaire statements were classified to six dimensions as follows: good governance, employees rehabilitation, employees’ interests management, justice, employees’ abilities development, and informal organizations management

Second: the dependent variable (organizational loyalty). This was measured through using measurement instrument, developed by Porter, et al, (1974) called “Organizational Commitment Questionnaire” (Al-Obeidi, 1989).The questionnaire is consisted of fifteen statements that measure the individual commitment, and consistence level with organization, and his readiness to work for the organization, and the desire to stay with the organization ( Neo, et. al, 1994)

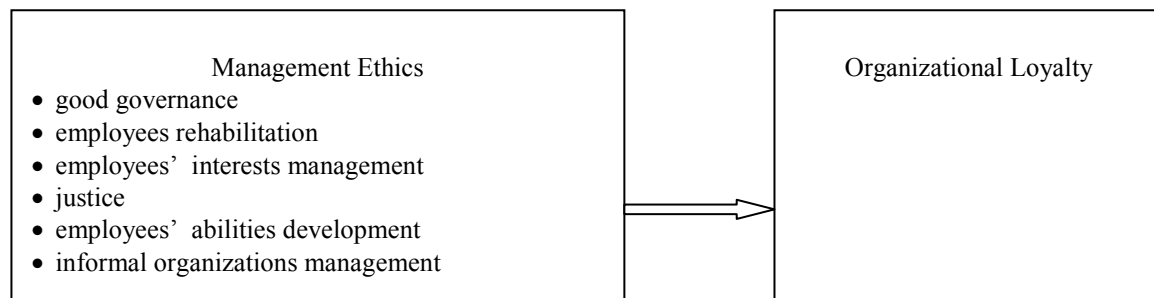
Five points Liker scale was used to measure dimensions of this variable (strongly agree, agree, neutral, disagree, strongly disagree).

### 6.4 Study Model

The study model consists of:

1 – The independent variable (Management Ethics), which includes a sub-set of variables, namely: Good Governance, employees rehabilitation, employees’ interest management, justice, employees’ abilities development, and informal organizations management

2 – The dependent variable (organizational loyalty)



## 7. Literature Review

Due to business expansion, managerial ethics issues or the so-called management ethics had received increasing interest during the past few years.

### 7.1 Individual ethics in organizations

(Barry, 1999) and (Taylor, 1975) indicated that the individual ethics are always associated with principles and ideals that are far from the daily routine. They are concerned with what is “right and wrong” when option which will be taken has a significant impact on others. So it must be noted that people have ethics, while organizations don’t have ethics. Also it must be noted that ethical behavior differs between one and another, and it usually refers to behavior that matches with the accepted social standards by the community, while management ethics are employees commitment to duties entrusted to him according to law (Goshe, 1983) (Othaimin, 1994). Accordingly, management ethics are behavioral standards that lead managers and guide them in their work .

### 7.2 Ethical behavior Management

(Kohlberg, 1981) indicated that there are six stages of moral growth, in which ethical behavior practice is made, distributed over three levels:

1. The pre- traditional level, and it includes the first and second phases, in which individual is in his childhood stage.
2. Traditional level, includes the third and fourth phases, in which individual is in his adulthood stage.
3. Post- traditional level includes the fifth and sixth stages, in which individual reached an advanced stage of maturity and rational thinking, and broad-mindedness.

(Fulmer, 1978) indicated that there are four theories for ethical behavior management, namely: (empirical theory) which stipulates that morals are derived from human experience. The second is the (rational theory) which believes that mind has the ability to determine what is good and what is bad. The third is (intuitive theory) which stipulates that ethics derived from individual own intuition as a self ability to differentiate between right and wrong, and finally (revelation theory) which stipulates that wrong and right determination is an issue beyond the individual’s ability scope, and that God guides man to principles that help him to identify right and wrong things. Therefore, managers are affected in their behavior and managerial decisions by these theories, as well as they are subject to impact of business environment requirements they work in.

### 7.3 Organizational loyalty

(Becker, 1960) (Sheldon, 1971) (O’Reilly and Caldwell, 1980) (Cook & Wall, 1980) explained that the organizational loyalty means: employees’ reaction towards organization characteristics they belong to, and also means the employees’ feeling of their association with the organization goals, values, and the role they play to achieve these goals, for the good of the organization, not for his own self interests.

(Kanter, 1968) indicated that there are three dimensions of social loyalty: (continuous loyalty dimension) which means individual life devoted for community and group survival and continuation. Such devotion is made through individual sacrifice of his own investments. The second dimension is (coherence loyalty) which is the individual association with social relations that constitute group relations and formulation. The third dimensions is the (controlled loyalty) which is associated with group principles and standards, through individual mortification of his previous principles and to quit his right in decisions making to group decisions and its authority.

(Stevens et al., 1978) has indicated that organizational loyalty study is classified under two directions:

First: (exchange direction) in which the relation between the organization and its members is considered as a reciprocal relationship, since each party in this relationship gives and takes in return. The second direction is the (behavioral direction). According to this direction, loyalty is distinguished as any other behavior, in its up normal level, since focus is made on loyalty public explicit aspects and describes it as strong, clear and positive trend towards the organization (Mowday et al., 1982).

(Meyer, et. Al., 1993) differentiate between three organizational loyalty components:

First: (Emotional loyalty or Affective Component). This dimension is influenced by the individual perception degree of his work distinctive characteristics, as well as employee’s feeling degree that organizational environment in which he works allows participation in decision-making process.

Second: (Normative Component) and it refers to employee’s sense to job commitment. This feeling is enhanced by good support by the organization for its employees, and at all levels

Third: (Continuous Component) which refers to individual loyalty degree that determined by the invested value, that an individual can achieve if he continues working with the organization, even against to what he will lose if he decided to join other organization

Despite multiple dimensions of organizational loyalty, some studies have shown that there is a reciprocal relationship between these dimensions. (Mottaz, 1989) showed that there are reciprocal impacts between emotional and behavioral loyalty. (McGee and Ford, 1987) showed that there is a relationship between emotional

loyalty and continuous loyalty stemming from personal cost, while there was no relationship between emotional loyalty and continuous loyalty stemming from the lack of alternatives to work with other organizations. (Meyer, et. Al., 1993) also showed that there is a positive relationship between emotional, ethical and continuous loyalty stemming from the personal cost.

### **8. Previous studies**

(Hijazi, 2006) concluded that the level of organizational loyalty among The Senate employees, in general, is high, with the exception of continuous loyalty dimension, which its level was medium. The study also showed no impact of managerial and personal factors on degree level of organizational loyalty, with the exception of job age factor, since it was clear that the more job age of the employee in the The Senate, the more of his ethic loyalty in this department.

(Marnburg, 1998) found that universities have great responsibility in terms of providing local society with job ethics.

(Lozi, 1998) noted that there are statistical significant differences in assessing ethical behavior of public sector institutions employees in Jordan due to all the variables used, with the exception of gender variable for each dimension of the five ethical behavior scales.

(Abu Kharma, 1997) concluded the approval of sample subjects on job values and ethics, and that the moral values which call for employees patient for the highest degree. The study also found that respondents need rules and ethics clear code below the mean, and the same with respect of the impact of disciplinary penalties impact on employee's commitment with job ethics.

### **9. Results Analysis and Recommendations**

#### **9.1 Statistical analysis and hypotheses testing:**

Table (2) indicated that there are six independent factors, namely:

Factor one: Good Governance: the underlying root value of this factor was (6.68).This factor interpreted (17.59%) of study items variation.

Factor II: Employees rehabilitation: the underlying root value of this factor was (5.86) .This factor interpreted (15.62%) of study items variation.

Factor III: Employees' interests management: the underlying root value of this factor was (3.68) .This factor interpreted (10.36 %) of study items variation.

Factor IV: Justice: the underlying root value of this factor was (3.64) .This factor interpreted (9.69%) of study items variation.

Factor V: employees' abilities development: the underlying root value of this factor was (3.01) .This factor interpreted (7.92%) of study items variation.

Factor VI: Informal organizations management: the underlying root value of this factor was (2.43) .This factor interpreted (6.40%) of study items variation.

**Table (2)**  
**Factor Analysis results**

Variables	Factors							Communalities
	Statements	1	2	3	4	5	6	
Good Governance	8	0.773						0.819
	9	0.608						0.637
	11	0.552						0.558
	22	0.724						0.689
	27	0.550						0.673
	28	0.623						0.711
	31	0.697						0.646
	32	0.729						0.761
	36	0.577						0.679
	37	0.614						0.597
Employees Rehabilitation	1		0.640					0.681
	5		0.520					0.737
	7		0.455					0.374
	12		0.538					0.567
	14		0.459					0.621
	15		0.467					0.540
	16		0.705					0.779
	17		0.734					0.684
	18		0.601					0.734
	19		0.627					0.663
		34		0.576				
	35		0.587					0.692
Employees' Interests Management	3			0.536				0.653
	4			0.445				0.719
	24			0.634				0.744
	29			0.666				0.665
	30			0.792				0.792
Justice	20				0.519			0.552
	21				0.753			0.740
	23				0.784			0.794
Employees' Abilities Development	2					0.628		0.736
	13					0.469		0.770
	25					0.462		0.629
	26					0.534		0.650
	33					0.445		0.522
	38					0.585		0.693
Informal Organizations Management	6						0.763	0.656
	10						0.883	0.796
Underlying Root Value		6.68	5.86	3.68	3.64	3.01	2.43	
Percent of Variance		17.59%	15.62%	10.36%	9.69%	7.92%	6.40%	

## 9.2 Variables Description:

As it is shown in table (3) analysis results indicated that there is a commitment of management ethics in the following fields:

**Table (3)**  
**Means and Standard Deviation for the Study Variables**

Variables	Means	Standard Deviation
Good Governance	3.36	0.944
Employees Rehabilitation	3.18	0.892
Employees' Interests Management	3.65	0.893
Justice	3.67	0.968
Employees' Abilities Development	3.11	0.987
Informal Organizations Management	2.63	1.107
Organizational Loyalty	3.55	0.615

good governance with arithmetic mean (3.36), employees rehabilitation with arithmetic mean (3.18), employees' interests management with arithmetic mean (3.65) justice with arithmetic mean (3.67) and employees' abilities development with arithmetic mean (3.11) while management ethics arithmetic mean regarding informal organizations management was (2.63) which is less than the virtual mean (3). With respect to organizational loyalty degree, the arithmetic mean was (3.55) which confirm that there is an organizational loyalty among the workers in the The Senate.

## 10. Hypotheses Testing

First Hypothesis

Ho1: there is no statistical significant impact of management ethics on organizational loyalty:

**Table (4)**  
**Multiple Regression Analysis results for the First Hypothesis**

Variable	R	R2	F Calculated Value	Significance Level
Management Ethics	0.719	0.517	9.44	0.000

Results of table (4) showed that Pearson correlation value between management ethics and organizational loyalty equals 0.719 of correlation square value which equals 0.517. This indicates that Management Ethics interpret 51.7% of variation in organizational loyalty. Since F calculated value is equal to 9.44 with a significance level 0.000, the null hypothesis is rejected and the alternative hypothesis is accepted. This means that, there is a statistical significant impact of management ethics on organizational loyalty.

First sub-hypothesis: There is no statistical significant impact of good governance on organizational loyalty

**Table (5)**  
**Simple Regression Analysis Results for the First Sub- Hypothesis**

Variable	R	R2	F Calculated Value	Significance Level
Good Governance	0.65	0.422	42.370	0.000

Results of table (5) showed that Pearson correlation value between good governance and organizational loyalty equals 0.65 of correlation square value which equals 0.422. This indicates that good governance interpret 42.2% of variation in organizational loyalty. Moreover F calculated value is equal to 42.370 with a significance level is 0.000, therefore, null hypothesis is rejected and the alternative one is accepted. This means that, there is a statistical significant impact of good governance on organizational loyalty.

Second Sub- hypothesis: There is no statistical significant impact of employees rehabilitation on organizational loyalty.

**Table (6)**  
**Simple Regression Analysis Results for the Second Sub- Hypothesis**

Variable	R	R2	F Calculated Value	Significance Level
Employees Rehabilitation	0.624	0.389	36.932	0.000

Table (6) results showed that Pearson correlation value between employees rehabilitation and organizational loyalty equals 0.624 of correlation square value equals 0.389 .This indicates that employee’s rehabilitation interpret 38.9% of variation in organizational loyalty. Moreover F calculated value is equal to 36.932 with a significance level 0.000, so null hypothesis is rejected, and the alternative one is accepted .This means that, there is a statistical significant impact of employee’s rehabilitation on organizational loyalty.

Third Sub- hypothesis: There is no statistical significant impact of employees’ interests management on organizational loyalty

**Table (7)**  
**Simple Regression Analysis Results for the Third Sub- Hypothesis**

Variation	R	R2	F Calculated Value	Significance Level
Employees’ Interests Management	0.608	0.370	34.98	0.000

Results of table (7) showed that Pearson correlation value between employees’ interests management and organizational loyalty equals 0.608 of correlation square value equals 0.370 .This indicates that, employees interests management interpret 37% of variation in organizational loyalty. Moreover, F calculated value is equal to 34.98 with a significance level is 0.000, so null hypothesis is rejected and the alternative one is accepted. This means that, there is a statistical significant impact of employee’s interests management on organizational loyalty.

Fourth Sub-hypothesis: There is no statistical significant impact of justice on organizational loyalty

**Table (8)**  
**Simple Regression Analysis Results for the Fourth Sub- Hypothesis**

Variation	R	R2	F Calculated Value	Significance Level
Justice	0.461	0.212	15.641	0.000

Results of table (8) showed that Pearson correlation value between justice and organizational loyalty equals 0.461 of correlation square value equals 0.212. This indicates that, justice interprets 21.2% of variation in organizational loyalty. Moreover, F calculated value is equal to 15.641 with a significance level is 0.000, so null hypothesis is rejected and the alternative one is accepted. This means that, there is a statistical significant impact of justice on organizational loyalty.

Fifth Sub- hypothesis: There is no statistical significant impact of employees’ abilities development on organizational loyalty

**Table (9)**  
**Simple Regression Analysis Results for the Fifth Sub- Hypothesis**

Variable	R	R2	F Calculated Value	Significance Level
Employees’ Abilities Development	0.633	0.400	38.681	0.000

Results of table (9) showed that Pearson correlation value between self abilities development and organizational loyalty equals 0.633 of correlation square value equals 0.400. This indicates that self abilities development interprets 40% of variation in organizational loyalty. Moreover F calculated value is equal to 38.681 with a significance level is 0.000 so null hypothesis is rejected and the alternative one is accepted. This means that, there is a statistical significant impact of self abilities development on organizational loyalty.



Sixth Sub- hypothesis: there is no statistically significant impact of informal organizations management in organizational Loyalty

**Table (10)**  
**Simple Regression Analysis Results for the Sixth Sub- Hypothesis**

Variable	R	R2	F Calculated Value	Significance Level
Informal Organizations Management	0.093	0.009	0.509	0.478

Results of table (10) showed that Pearson correlation value between non informal organizations management and organizational loyalty equals 0.93 of correlation square value equals 0.009 .This indicates that the informal organizations management interprets 0.9% of variation in organizational loyalty. More over F calculated is equal to 0.509 with a significance level is 0.478, so null hypothesis is accepted and the alternative one is rejected .This means that there is no a statistical significant impact of non official organizations management on organizational loyalty.

**Matrix relationship between the variables of the study:**

The data contained in the table (11) showed the existence of reciprocal positive relationship between the variables of the study (good governance, employees rehabilitation, employees’ interests management, justice, and employees’ abilities development). This relationship has ranged between 0.546 and 0.756 while correlation coefficient results did not show the existence of a relationship between the informal organizations management and other variables, except the relationship with the employees’ abilities development, which amounted to 0.272. Through the results of VIF test to determine the extent of multiple bonding between the independent variables, it has been shown that the VIF test results are equal to 2.33 which is less than 10, so there is no multiple regression which explains the power of the study model.

**Table (11)**  
**Pearson Correlation Analysis Results**

Variables	1	2	3	4	5	6	7
Good Governance							
Employees Rehabilitation	*0.756						
Employees’ Interests Management	*0.725	*0.682					
Justice	*0.648	*0.645	*0.651				
Employees’ Abilities Development	*0.698	*0.781	*0.586	*0.546			
Informal Organizations Management	0.113	0.181	0.083	0.177	*0.272		
Organizational Loyalty	*0.650	*0.624	*0.608	*0.461	*0.633	0.093	

\*Sig<0.05

**11. Study Conclusions:**

The study concluded the following:

First: There is a commitment to ethics with respect to variables: good governance, employees rehabilitation, employees’ interests management, justice, and employees’ abilities development. This can be attributed to the existence of official regulations regarding training, development and promotions that cannot be neglected. Moreover no commitment was found regarding the informal organizations management, and that can be attributed to management misunderstanding of informal organization concept, in which, it beliefs that, there is a sort group that threat its existence and its interests.

Second: study results indicated that there is a statistical significant impact of management ethics on individual organizational loyalty. This can be attributed to the sense of equality in dealing, and managerial interest regarding development of employees’ abilities and managing their interests, which directly affects organizational loyalty. This was confirmed by subsequent results.

Third: there is a statistical significant impact of the good governance practice on organizational loyalty.

Fourth: There is a statistical significant impact of employees rehabilitation on organizational loyalty.

Fifth: There is a statistical significant impact of employee's interests managing process on organizational loyalty  
Sixth: There is a statistical significant impact of justice application on organizational loyalty  
Seventh: There is a statistical significant impact of the employees' abilities development process on organizational loyalty  
Eighth: There is no statistical significant impact of informal organizations management process on organizational loyalty

## 12. Recommendations:

Based on the above conclusions, the researcher recommends the following:

First: There is a need to pay enough attention to the informal organizations management in order to activate social relations among employees, rise cooperation spirit among them, and develop team spirit. This can be achieved through initiative by the management of The Senate to support various social activities outside official working hours (group tours, establishment of social club for members, etc...).

Second: Enhancing employees' abilities in terms of their involvement in the decision-making process by increasing transparency level and information disclosure. This can be achieved by activating the role of the middle management that managing The Senate of Jordan issues (committee formation from middle management for consulting and involving it in decision making process, delegating powers to managers, holding weekly meetings with managers for consultation ... etc...). This would facilitate the implementation of the required work, and effective achievement of goals.

Third: Adopting employees empowerment principle for the sake of enhancing employees self-confidence, and release their creative energies, which will be reflected positively on the work through increasing organizational loyalty level.

Fourth: There is a need for rehabilitate the employees of The Senate. Schemes to and that can be done through involving them in training courses, developing their functional needs, as well as their involvement in scientific conferences, in addition to providing them with opportunities to continue their academic achievement by obtaining higher education levels, which consistent with the concept of Learning Organization.

Fifth: There is a need to cooperate with concerned official agencies in order to enact the necessary legislations which, in turn, will control job behavior and management ethics.

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