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**MASTER OF BUSINESS ADMINISTRATION**

**THE EFFECT OF  
ETHICAL CLIMATE AND ETHICAL LEADERSHIP ON  
INNOVATIVE AND COOPERATIVE BEHAVIOR**

**The Graduate School of the University of Ulsan**

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**THE EFFECT OF  
ETHICAL CLIMATE AND ETHICAL LEADERSHIP ON  
INNOVATIVE AND COOPERATIVE BEHAVIOR**

**Advisor: Professor Hae Ryong Kim**

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## **ABBREVIATIONS**

|    |                      |
|----|----------------------|
| ET | Ethical Climate      |
| EL | Ethical Leadership   |
| IB | Innovative Behavior  |
| CB | Cooperative Behavior |

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## **ABSTRACT**

Leadership has been suggested to be an important factor affecting work climate. A number of studies have shown that ethical leadership positively influences organizational climate and employee behaviors. However, there is a lack of studies examining the influence of organizational climate on leadership. Therefore, this study aimed to investigate the impact of ethical climate on ethical leadership and innovative and cooperative behavior. Furthermore, ethical leadership was proposed to be a moderator between the relationship of ethical climate and employees behaviors. This study examined the effect of ethical climate on innovative and cooperative behavior through potential mediating effects, ethical leadership. To test hypotheses, data were collected from 183 employees from small and middle-sized hospitals in Korea; the support was found for hypothesized model. SPSS 18.0 was used to analyze the research data. The paper demonstrates that ethical climate was positively related to innovative and cooperative behavior, and also positively related to ethical leadership. The moderating effect of ethical leadership between ethical climate and innovative behavior, however, was not significant. In addition, ethical leadership partially mediates in the relationship among ethical climate and innovative and cooperative behavior. Moreover, this study highlights the importance of ethical climate in medical organizations that provides positive behavior of employees. The study represents some contributions and managerial implications for organizations to improve innovative and cooperative behavior among employees.

# CHAPTER 1. INTRODUCTION

## 1.1. Background

In recent years, due to corporate scandals, people, productivity, and performance factors gradually become more important(Waddock, 2004). Corporations aim to find ways to be able to overcome competitive conditions, to proceed sustainability for a long time and to improve their creative abilities. The organizational climate has a great impact on the employees' enthusiasm, ambition to work and corporate ethics(Waddock, 2004). In accordance with this global trend, a wide amount of research has studied the relationships between organizational ethics and outcomes. The ethical climate is a part of the work climate(Elçi & Alpan, 2009). Past literature concerning that ethical climate has relationships with several important organizational occurrences such as organizational commitment(Cullen & Parboteeah, 2003), the satisfaction of employees on their jobs, and leadership(Cenkci & Ötken, 2012), and organizational citizenship behaviors(Williams & Anderson, 1991). However, a large amount remains unexplained about its theoretical construct and practical effects.

In healthcare systems and/or hospitals an understanding of ethics is important and there has possibility for difficulties of ethical values. Professional values may, therefore, differ with managerial values. Managers should provide a climate that helps employees evolve healthy relations with leaders(Hallin & Mamburg, 2008). Ethical leadership is also essential to assure that the values of individuals and organizations are understood, evaluated and support the attitude and prospering of individuals and organizations. Nurses and physicians always challenged to deal with many ethical problems and it is under such conditions that it is required to make decisions corresponding to the ethical standards and norms which influenced by the ethical climate(Miandoab, Arbabisarjou & Zare, 2015). The staff members who comprehend best

ethical climate in healthcare organizations try to accompany their interactions with honesty and dignity and this makes their job satisfaction to be increased(Jahantigh & Arbabisarjou, 2015).

Regarding the definition proposed by Olson, ethical climate in healthcare organizations shows itself in the relationships the professional individuals have with each other, with the managers and with the patients. The nurses, physicians and the managers working in hospitals who perceive the ethical climate can determine and take advantage of solutions to develop their work environment ethical climate. Therefore, the need for the existence of an ethical climate in the hospital is necessary.

In an environment with high ethical climate, ethical leadership plays a crucial role in building trust and enhancing relationships with their followers and job, which subsequently encourages innovative behavior(Langfred & Moye, 2004). There has been many research about the role that leadership style and organizational climate plays in evolving the cooperative and innovative behavior of the employees(Oldham & Frank, 2008). Therefore, this study will try to examine the role of ethical leadership in influencing employees' cooperative behavior and innovative behavior as a mediator.

## **1.2. Problem statement**

Nowadays, the ethical issues of organizations have become a proper topic and showing some concerns about the significance of business ethics. Ethical issues also have become more complicated which effect on aspects such as fair competition, social expectation, responsibilities and legal protection(Koh & El'Fred, 2001). The need for relevant ethical climate within organizations has become essential.

Organizations with a strong ethical climate faced only few serious ethical problems, and were more enduring with such problems (Bartels & Harrick, 1998). Their research emphasized that it is necessary for leaders to consider evolving strong ethical climate. If leaders want to provide members of organization, the ability to handle ethical issues they must create set of norms to encourage good ethical behaviors. The leader's ethical liability to serve others is very identical to the ethical principle in health care of benevolence. A care, which can cause proposed harm to the individual rather than curing his/her pain, cannot be ethical care. Ethical leaders have a responsibility make decisions that are salutary and not unsafe to their well-being, as health professionals.

Leaders are the catalyst for prosperous innovation because for innovation to “bring any real profit, the leadership must support, encourage, and inspire followers to make it work” (Abgor, 2008). Employees' desire to propose ideas for improvements with new processes demands a trusting relationship between leaders and followers because risks of having to fail when people practice new ideas. Therefore, for organizations to have innovation and creativity that creates sustainable results, leaders ought to display a style of leadership that motivates and encourages the means and ends to be stable with these expectations (Abgor, 2008). Ethical leadership is one of them.

Ethical leadership is based on behavior that facilitates ethical behavior in employees by modeling ethical behavior through social relationships. Ethical leadership has been indicated to have a positive correlation with the type of organizational climate that supports ethical behavior (Mayer & Kuenzi, 2009). Graen and Scandura (1987) suggested that, the stronger the relationship, interdependence, and interlocking behaviors there are between leaders and followers, the higher the organizational innovativeness.

According to Brown et al.(2005), the basis of ethical leadership consists of trustworthy and moral behaviors. Many different opinions about what ethical leadership features should be have been formed by researchers to this day. Studies of Trevino and colleagues(Trevino & Hartman, 2000; Trevino & Brown, 2003), found that ethical leadership has two imperative dimensions: “moral persons” and “moral managers”. So, being an ethical leader is about being either a moral person or a moral manager(Treviño & Hartman, 2000). Also, scholars agree that ethical leaders have important role in shaping the ethical climate of a firm(Luterbacher & Dietrich, 2004; Carrillat & Jaramillo, 2009), and strongly involve organizational and employee outcomes(Boal & Hoojiberg, 2000; Ireland & Hitt , 2009; Vera & Crossan, 2004; Zaccaro & Rittman, 2001) .

While there has been plenty research about the role of the ethical leadership in developing employees’ behaviors in organization(Kim & Brymer 2011) and relationship between the ethical leadership and its issues, a rare amount of studies has emphasized its antecedents. Therefore, this research is aim to examine the effect of ethical climate on ethical leadership, innovative behavior and cooperative behavior, which are believed to have appreciable role in the development and performance. Previous studies found mediation effects of ethical and authentic leaders through different motivational components like empowerment and identification(Walumbwa & Wang, 2010), self-esteem(Avey & Luthans, 2010), to name a few. It is important for organizational climate to motivate and reward employees to display innovative behavior. According to Çekmecelioğlu(2006), variables of organizational climate which are organizational encouragement, support of management, support of the team has positive effects on creativity.

In this study, the relations between ethical climate, ethical leadership, innovative and cooperative behavior were investigated among the employees of healthcare systems in Korea. Healthcare systems and/or hospitals are companies that are integrated service providers. As all

complex corporations, organizational success is partly determined by organizational members' cooperative behaviors(Ouchi, 1980; Pfeffer, 1994; Tyler & Blader, 2000). Therefore, the organization's reward system persuades cooperative behavior of members or punishes uncooperative behaviors(Ouchi, 1980; Pfeffer, 1994; Tyler & Blader, 2000). There are some empirical studies indicated also that leaders support is effective in encouraging employee innovative behavior(Anderson, 2014; Oldham & Cummings, 1996), and influence typically accounted for by the authentic motivation context. Supportive leaders care about employees' well-being(Eisenberger & Huntingto, 1986) which alters cooperative behavior and intrinsic motivation(Anderson, 2014; Oldham & Cummings, 1996; Shalley & Gilson, 2004; Shalley & Zhou, 2004).

According to scholars(Seung & Park, 2008; Shin & Zhou, 2003; Shin & Takasugi, 2014), leadership with ethical quality is not a new theory in Korea. Although, the effects of leadership in Asian culture still chiefly unexplored. They are usually depended on interpersonal relationships. If we are prosperous in findings, does mediating variable – ethical leadership has a positive effect on the relationship between ethical climate and cooperative and innovative behavior in Korean healthcare organization, then this will give organizations more stimulus to set a good behavior and ethical integrity. Additionally, for a need for empirical studies on different organizational climates and ethical leadership, there is a need to test for linkages between organizational climate that could influence leadership, to help organizations deal with the need to be innovative and cooperative.

### **1.3. Objectives**

On the theoretical front, this study aims to confirm the influence of ethical climate on

innovative and cooperative behavior and this is the one of the few empirical studies explored about the relationships in healthcare systems. Moreover, the study will put up the link in research between ethical climate and innovative and cooperative behavior through the roles of ethical leadership.

On the practical front, the study is a pioneering study exploring the effect of ethical climate on innovative and cooperative behavior and ethical leadership as a mediator variable in these relationships. The thesis will investigate whether work climate style affects innovative and cooperative behavior. Besides, the findings also examine how much the roles of ethical leadership play in the relationship between ethical climate and innovative and cooperative behavior.

#### **1.4. Outline of dissertation**

In this thesis, there are five chapters. The 1<sup>st</sup> chapter indicates information about the field used in the thesis and gives some purposes of the empirical study. Also, it shows some problem statements.

Chapter 2 consists of literature review. Specifically, the chapter focused on ethical climate, ethical leadership, innovative and cooperative behavior.

Chapter 3 includes hypotheses development. There are seven hypotheses are studied.

Chapter 4 shows information about the method used in the thesis and provides results from hypotheses testing. The questionnaire items, data collection, demographic data are described.

Finally, in this chapter, the discussion, theoretical and practical implications, limitations and future researches are discussed.

## CHAPTER 2. LITERATURE REVIEW

### 2.1. Ethical climate

Organizational climate is depended on employees' perceptions of patterns of policies and interactions that they perceived in the organization(Paterson & Bonomo, 2005; York & Adelman, 2000; McLaughlin, 2004). There are different types of organizational climate. To successfully examine whether a certain type of organizational climate exists, the features of that climate must be defined(Schneider & Shorr, 1975).

Victor and Cullen made first theoretical and empirical studies in the field of ethical climate in 1988(Wittmer & Coursey, 1996; Fritzsche, 2000). Ethical climate is a topic that has received much attention from business ethics researchers since the introduction of the ethical climate framework. There is so many research related to ethical climate in the business and ethics literature that has been published by the Journal of Business Ethics. Ethical climate theory draws a descriptive map of ethical decision-making and actions within an organization. Some empirical researches have shown combinations between the variable and many outcomes. These outcomes comprise not only variables related to ethics, but also include work outcomes such as commitment and job satisfaction.

Ethical climate has been defined as shared perceptions about what is allowed and what is prohibited in respect to moral issues in the organization(Victor & Cullen, 1988). It is a type of work climate that is best understood as a group of prescriptive climates reflecting the organizational procedures, policies, and practices with moral consequences(Martin & Cullen 2006). Ethical climate influences both the decision-making and subsequent behavior in response to ethical dilemmas. Victor and Cullen(1988) proposed a model for ethical climate that consisted



of two dimensions. The authors have indicated that first dimension comprises ethical criteria used for decision-making purposes and the second one pointed out locus of analysis as a referent in ethical decisions. Victor and Cullen(1987) proposed a three-dimensional conceptual structure on three moral philosophies, namely egoism, benevolence and principle(Agarwal & Malloy 1999). Egoism comprises the behaviors aimed at promoting self-interest. Benevolence refers to both decisions and actions targeting the attainment of the good actions of others. Principle relates to the decisions and actions in accordance with rules, regulations, codes, and procedures. The second dimension is based on sociologic referent theory(Barnett & Vaicys, 2000). They defined locus of analysis as individual, local and cosmopolitan, and developed nine theoretical ethical climate models by combining these two dimensions.

The first construct, egoism, applies to behavior concerned first and foremost with self-interest and self-interest maximizing behavior. There are two additional constructs, namely utilitarianism and deontology, refer to behavior concerned with the well-being of others. Utilitarianism accomplishes this through decisions and actions that arrive at the greatest good outcome for the greatest good outcome for the greatest number of people. In deontological theory, rules, law, codes, and procedures specify decisions and actions for the good of others.

According to ethical climate theory, the types of ethical climates observed in organizational units and their contexts(Victor & Cullen, 1988). That is, for example, organizations with different structures or from different industries are expected to have different prevailing perceptions of ethical climates. Victor and Cullen(1988) showed that organizations and their subunits develop various mixtures of the ethical climate types perceived by organizational actors. Subsequent research has considered a broad array of contextual and organizational factors that influence perceptions of ethical climates.

A recent meta-analytic review of the work climate literature noted, “there is no accepted model of psychological climate that defines the theoretical boundaries of this construct” and “this has hindered the development of standard measures”. In contrast, the ethical climate literature has developed from strong theoretical arguments and, consequently, has resulted in consistent theory and measurement over nearly two decades of use.

Some studies show the outcomes which include not only variable related to ethics, but also comprises work outcomes(Carr & Schmidt, 2003). Two outcomes in the study are innovative behavior and cooperative behavior which has shown associations between ethical climate and a variety of outcomes.

## **2.2. Ethical Leadership**

Ethical behavior is directly related to leadership in organizations. Research indicates that employees take leader’s behaviors as model in organizations. Leaders also have the responsibilities of guiding the behaviors of the followers and institutionalizing the moral values and ethical conduct standards as well as increasing the effectiveness of the organization(Grojean & Resick, 2004). Until recent years, ethical aspects of the management were largely abandoned and managers were considered as people who are responsible of ensuring effectiveness merely (Dickson & Smith, 2001). Leadership conducts’ moral role and effect process is an issue that was introduced recently. Organizational leaders have a critical role in determining an ethical climate. Although there are certain factors to determination and change of the climate, leaders have the greatest impact on the ethical climate.

Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to

followers through two-way communication, reinforcement, and decision-making” (Brown & Treviño, 2005). Ethical leaders are altruistic, honest and trustworthy; they are also seen as principled decisions makers who care about the well-being of their followers and broader society (Treviño & Brown, 2003; Brown & Treviño, 2005; Brown & Treviño, 2006). Moreover, ethical leaders proactively try to create a good environment for followers by communicating ethical standards, modeling ethical behavior, and holding followers accountable for ethical actions (Treviño & Brown, 2003; Brown & Treviño, 2006). According to scholars (Kalshoven & Den Hartog, 2013), ethical leadership has also been shown to have a correlation with job autonomy. When leaders trust followers to experiment with diverse ways of completing tasks (Oldham & Cummings 1996), they are more willing to correspond by demonstrating initiative.

Leaders that are under an ethical leadership style tend to strengthen the attitude and behavior of employees in workplace. Based on the instruction, two dimensions of the ethical leader are reflected. First, ethical leaders who have high moral values characterized by trustworthiness, honesty, motivation, integrity and justice (Hansen & Potapov, 2013; Yanping & Dedong, 2014). Second, a moral leader who influences the attitude of their followers through their leadership behavior (Brown & Treviño, 2006). According to Brown et al. (2005), the roots of ethical leadership lie in two different theories, the social learning theory and social exchange theory. Some studies show that the leadership behavior influences their followers. For example, if a leader treats them with fairness, supports them in need, shows concern, encourages and give them opportunities, the followers will reciprocate with positive behavior (Mayer & Kuenzi, 2009). The theory proved that the ways an individual respond to an ethical leadership style.

Current literature on ethical leadership largely focuses on the moral aspect and not much attention has been given to its motivational aspect. Ethical leaders not only change a workers' perception toward work (Brown & Treviño, 2006) through their demonstrated behavior but also influence them to the extent that followers become motivated to put in extra effort and come up with innovative solutions. Treviño and Brown (2003), found that leader behaviors reflecting a concern for people and fair treatment of employees contributed to perceptions of ethical leadership.

Ethical leadership theory and other leadership theories such as authentic leadership and ethical leadership exist some considerable conceptual overlaps. According to the definition of ethical leadership, it is not included self-awareness, relational transparency and balanced processing. However, both ethical leadership and authentic leadership theories describe the leader as moral person who also models ethical behaviour. Ethical leadership includes a transactional component that is not contained in authentic leadership whereby the leader uses rewards and discipline to encourage ethical behaviour among followers. Although some overlap exists between ethical leadership and other leadership theories, ethical leadership has unique characteristic. Treviño and Brown (2003), also found that ethical leaders use transactional type influence processes such as standard setting, performance appraisal, and rewards and punishments to hold followers accountable for ethical conduct, along with transformational leadership styles. Thus, at best, there is only partial overlap between transformational and ethical leadership. Ethical leaders likely use both transformational and transactional leadership approaches to influence followers' behavior.

When organizations are trying to be innovative, they face ethical issues on a daily basis. This requires leaders whose followers consider them as having integrity and honor. Ethical leaders

preserve ethics at the fore of their organizations' decision making. This is necessary because there are not always simple guidelines when making decisions due to the continuous changes occurring in today's organizations.

### **2.3. Innovative behavior**

The literature many times uses the terms creativity and innovation substitutive; though, the first deals only with the creation of ideas and the latest indicates that these ideas were actually put into use (Amabile 1996). Amabile et al. claimed that one cannot exist without the other. Therefore, the article written by Amabile et al. (1996) was focused on the characteristics of a creative climate and its inter-relationship with innovation, five factors were identified that encourage innovation: (1) risk-taking must be encouraged and evaluated by leadership; (2) ideas must be estimated fairly; (3) the importance of innovations must be accepted and rewarded; (4) ideas must easily move across the structures in the organization; and (5) decision-making must be a routine way of doing business.

Innovative behavior is defined as an employee's intentional introduction or application of new ideas, products, processes, and procedures to his or her work role, work unit, or organization (Yuan & Woodman, 2010). It is conceptualized as complex behavior consisting of activities pertaining to both the generation of new ideas and the realization or implementation of new ideas (Yuan & Woodman, 2010). According to Scott and Bruce (1994), the construct includes a three-stage process. In the first stage of innovative behavior, an individual recognizes a problem and comes up with new solutions and ideas, either novel or adopted. The second one, an individual seeks ways to promote her or his solutions and ideas, and build legitimacy and support both inside and outside the organization. In the final stage of the innovation process, an

individual, who exhibits innovative behavior, realizes the idea or solution by producing a prototype or model of the innovation that can be experienced, applied and used within a work role, a group, or the organization as a whole(Kanter, 1988). Research by scholars has also shown that work climates tend to be encouraging of innovation when there is a positive relationship between the organizational climate and a leader's expectations for employees' innovation(Scott & Bruce, 1994)

The generation of new ideas that relate to creative behavior is both novel and useful(Amabile, 1988; Oldham & Cummings, 1996). Creative behavior seems as one type of innovative behavior. It concerns the generation of new or novel ideas that are useful(Shin & Zhou, 2003). In addition, the term "creativity" refers to something that has been done for the first time(Woodman & Sawyer, 1993). Innovation behavior also refers to an activity whose aim is to develop, carry, react to, and modify ideas(Van de Ven, 1986). Similarly, others have emphasized that innovation has to do not only with the intentional act of generating new ideas, but also with the introduction and application of new ideas, all aimed at improving organizational performance(Kanter, 1988; West & Farr, 1989; Scott & Bruce, 1994).

Nowadays, innovation research has received much attention to social-political processes(Dyer & Page, 1988; Wolfe, 1994) shed light on how innovation is actually carried out in the real world rather than how it should be done. Many studies focus mainly on the creative or idea generation stage of innovation(Mumford, 2000; McAdam & McClelland, 2002). However, innovation also includes the implementation of ideas. It is also indicated that the employees of organizations help define and shape work contexts that contribute to organizational innovation through their innovative behaviors and implementation of the ideas. According to(Taştan, 2013), innovative behavior as behavior directed towards the initiation and application (within a work role, group or

organization) of new and useful ideas, processes, products or procedures. Thus, innovative behavior can be seen as a multi-dimensional construct that captures all behaviors through which employees can contribute to the innovation process.

#### **2.4. Cooperative behavior**

Cooperation, refers to the relationship between a person and a group to which he or she belongs(Tyler & Blader, 2000) is similar to what social psychologists refer to as helping behavior or proactive social behavior(Derlega & Grzelak, 1982). In other interorganizational research, cooperation in the public sector is defined as the interactions among actors aiming at solving public problems by working together rather than by working separately(Smith & Carroll, 1995). According to Tyler and Blader(2000), cooperation is the type of extra-role behavior and is used in various research areas of psychology.

The term decision-making of cooperation means individuals actively to engage themselves in the group by taking actions that will help the group to be more performances, which was indicated in Tyler and Blader's review(2000) is used in the study. Therefore, it is examined task-related helping between co-workers within a work group. Task-related helping of this type is an important aspect of what(Katz, 1964) referred to as cooperative behavior. Based on the Katz's work(1964), Organ(1989) defined helping as extra-roles behavior that were not directly by the formal reward system, and that have the effect of helping a specific co-worker with an organizationally relevant task. Task related helping also plays important aspect of the interpersonal facilitation aspect of contextual performance, which includes cooperative, considerate, and helpful acts that assist co-workers' performance(Van Scotter & Motowidlo,1996).

Besides, Mayer et al.(1995) referred to cooperation as frequently associated with trust, particularly when cooperation puts on at risk of being taken advantage of by a partner and the ability to harmoniously combine actions is likely to be contingent upon the extent to which can depend upon their partners and can predict their partner's behaviors. Trust is the central prerequisite of cooperation (Salamon & Robinson, 2008)

There are three forms of cooperative behaviors—communication, conflict resolution and flexible adjustment. Communication can be defined widely as the formal as well as informal sharing of meaningful and timely information between corporations(West & Iansiti, 2003). In order to attain the utility of collaboration, effective communications between coworkers are important(Mohr & Spekman, 1994). Therefore, communication keeps the benefit of the information exchanged, and knowledge exchanges are accepted as a key element of cooperative behavior. Conflict resolution refers to the ability to reduce conflict through common efforts and this is necessary for the long-run survival of a relationship(Maloni & Benton, 2000). Two dimensions that are used to capture conflict resolution(Skinner & Gassenheimer, 1992) are a cooperative responsibility between corporations and the extent of conflict resolution that appears(Johnston & McCutcheon, 2004). These dimensions can take to higher success with regard to obtaining mutual goals. The third form of cooperative behavior is a flexible adjustment, which is a willingness to alter certain contractual terms as conditions change. The willingness to manage flexibly with sudden situations is a very important cooperative behavior that distinguishes truly collaborative interchange relationships(Jap, S.M, 1999).

Additionally, Weber et al.(1997) noted the factors that impact cooperative behavior can be divided into two types: internal factors and situational factors. The internal factors include self-efficiency values, emotional states, social cognition and cooperative feedback and



communication. Situational factors include the difficulty of the task, social relationship and information communication.

## **CHAPTER 3. HYPOTHESES AND RESEARCH MODEL**

### **3.1 Hypotheses development**

#### **3.1.1 Ethical Climate and Ethical Leadership**

The ethical climate is one of the important types of climates that exist within the organizational framework. “Ethical climate,” as defined by Victor and Cullen(1987), ascertains “the shared perception of what is correct behavior, and how ethical situations should be handled in an organization”. Moreover, Victor and Cullen(1988) suggested that the culture of an organization establishes the values, while the climate of an organization forms the ethics. The presence of ethical values and ethical climate in organizations would improve goal settings, budgeting or creating norms of performance(Prasad & Miltsakaki, 2007).

Peterson(2002) suggested that the ethical climate of an organization is linked directly to the positive behaviors of employees. Further, ethical leader’s crucial responsibility is to model the ethical behavior they want from followers. Brown et al.(2005) also noted that leaders will impact the ethical behavior of others through modeling. There is many research has examined the role of ethical leadership in sustaining an ethical climate, and past research has demonstrated that a strong relationship exists between ethical climate and ethical behavior(Mayer & Kuenzi, 2009). For example, Schminke et al.(2005) investigated the relationship between leader moral development and ethical climate. Also, there is some empirical research that proposes the ethical work environment is affected by organizational leaders. According to Engelbrecht et al.(2005) transformational leadership has a positive relationship with ethical climates in organizations. Their results indicate that a leader’s moral development is related to the ethical climate in organizations. Thus, leaders have a high opportunity to set an ethical climate because they have

access to different sources of power. As such, those sources can improve the quality of ethical climate.

However, this study aim to examine how climate influences leadership and the sources of power to impact ethical conduct. People think of climate as concerned to weather conditions that have an impact on their outside activities, but they may not have thought about the climate of their workplace and its influence to their productivity and job satisfaction. Research has shown that work climate has positive effect on employees' willing to learn and cooperate with others, and ultimately achieve good results. Moreover, a work climate that influenced by many factors (providing challenge, clarity, and support; strengthen communication by listening, understanding; ethical behavior; etc) can impact on managers positively. Therefore, influenced by the positive work climate, managers aim to inspire followers more to work effectively together and exceed expectations. The relationship between work climate and leadership is not just intuitive; it has been accomplished in fields as various as health, education, and business. For instance, Canadian staff nurses found that a positive work climate increased their sense of empowerment, which, in turn, refined relations with their managers(Laschinger & Finegan, 2001; Hay & Healy, 2000; Goleman, 2000). Thus, the following hypothesis proposed that:

**H1:** Ethical climate is positively related to ethical leadership.

### **3.1.2. Ethical Climate and Innovative Behavior**

When people work in a supportive environment, they make an effort to produce new ideas and results. Such environment is called a positive work climate. Individuals can improve work habits by good work climate or likely be spoiled by poor climate. In particular, a positive work climate leads to and sustains staff motivation and high performance(Litwin & Stringer, 1968; Stringer

2002). In order for organizations to be successful in the long-time, there should be an organizational climate that encourages creativity and innovation (Martins & Terblanche, 2003). Scott and Bruce(1994) suggest for innovative behavior to promote an organizational climate, which supports innovative behavior and supplies the essential resources. Trevino et al.(2003) investigated that individuals are more likely to put the interests of the organization ahead of their own and be encouraged to involve in innovation to realize the team goals(Bass & Steidlmeier, 1999; Gini, 1997; Kanungo & Mendonca, 1996). Therefore, employees who work in an organizations with positive ethical climate feel more motivated, try harder with all their potential, and doing so improves their job performance. Thus, the following hypothesis proposed that:

**H2:** Ethical climate is positively related to innovative behavior.

### **3.1.3. Ethical Climate and Cooperative Behavior**

The organizational ethical climate is not a conception coming across on its own. Organizational and environmental antecedents such as personal interests, profits, friendships, group concerns and interests, social responsibility, personal rights, rules, standards, laws, professional codes influence the shaping of organizational ethical climate(Wodak & Meyer, 2009; Akdoğan & Demirtaş, 2014). In the ethical climate where organizational norms always promote ethical behavior, Vidaver-Cohen(1995) directly connects the ethical climate of the organization to the behavior of employees.

Such cooperative teams are practical instruments within which we can enhance communication between various people and assemble associations that result in innovation. Jones and George(1998) noted that the high level of trust encourages to cooperative behavior. Smith and Barclay(1997) also indicates a positive relationship between trust, and cooperative

team behavior with task performance using diverse rationales. Trust plays a significant role in organizations because it makes cooperation between individuals(Das & Teng, 2004; McAllister, 1995; Van de Ven & Walker, 1984; Yamagishi et al., 2005), reduces conflict(Ferrin, Dirks, & Shah, 2006); facilitates and assists work groups(Ferrin, Bligh, & Kohles, 2007; Meyerson, Weick, & Kramer, 1996). Thus, the following hypothesis is proposed:

**H3:** Ethical climate is positively related to cooperative behavior.

#### **3.1.4. Ethical Leadership and Innovative Behavior**

There is a relationship between leadership, which includes an ethical element and innovative behavior(Trusty & Brown, 2005). Further, leaders are the stimulant for successful innovation(Agbor, 2008) and it can help organizations be more innovative, and build mutual respect, self-efficacy. Such employees will be less probable to give up when problems appear and be more likely to share creative ideas willingly or to encourage practical changes(Tangirala & Ramanujam, 2008). Ethical leaders are considered to exhibit traits such as integrity, altruism(Gardner & Avolio, 2005), engagement to the organization(De Hoogh & Den Hartog, 2008), and individuals are more likely to feel rationally safe to express their new ideas and are more arranged to share their knowledge with their coworkers(Parker & Manson, 2003). Although it is important for leaders to enhance and improve the interests of their employees and make an atmosphere of deliberateness and acknowledgment(Bass & Stogdill, 1990). Ethical leaders consider their employees' development needs an importance, put them in positions and situations where they can improve their confidence and personal growth(Zhu & May, 2004), listen to followers and support them to state their opinions about work processes and their work

practices(Avey & Wernsing, 2012), and share power with their followers so they have more authority over their own work (De Hoogh & Den Hartog, 2008).

Many studies have been referred on innovative behavior. According to Scott & Bruce(1994), their expedition in the direction of new methodologies, processes, cultivating ideas, delivering concepts to others, investigations is the same with employee innovative behavior. Innovative behavior is concerned to enhance a product, service or process(Carmeli & Meitar, 2006).

Theoretically, when ethical leaders always point out the effect of the work on others, the group, the organization and even the all society and put the meaning in the job(Brown & Trevino, 2006; De Hoogh & Den Hartog, 2008), the followers will comprehend more job significance in the work. The previous studies have empirically examined ethical leadership - innovative behavior relationships in various contexts. For example, Dhar(2016) in their research investigated that ethical leadership positively influences innovative work behavior. Mehmood(2016) also concluded that ethical leadership positively relates to employee creativity. Also, according to scholars(Kazama & Makino, 2002; Scott & Bruce, 1994), leaders can affect an innovative behavior through their behavior. Therefore, the present study suggests several reasons why ethical leadership is positively associated with innovative behavior.

First, it is widely accepted that leaders have the power to influence employees and therefore are also able to promote or obstruct the transfer of knowledge, information, and support(Janssen, 2005). Ethical leaders should respect the human rights, dignity, feelings, decision and values of their employees(Ciulla & Paliotti, 2004) by implementing them with resources to learn the work-related knowledge and skills, put them in the appropriate position that can best fit them(Zhu & May, 2004) and encouraging them to improve their job performance. Hence, the employees will be provided with the knowledge, skills, and abilities to innovate and are more

likely to assemble innovative behavior in the organization. Second, a supportive environment that feeds respect, commends success and embraces either risks or ideas plays an important role for innovation(Hattori & Wycoff, 2002). Moreover, the managers can positively influence the behaviors of their followers by changing ethical climates of organizations(Büte, 2011). Thus, the following hypothesis proposed that:

**H4:** Ethical leadership is positively related to innovative behavior.

### **3.1.5. Ethical Leadership and Cooperative Behavior**

Leaders operate as crucial ethical role models and guides for their followers(Bass & Stogdill, 1990; Ciulla & Paliotti, 2004; Trevino & Brown, 2004; Rubenfeld & Caldwell, 2005). According to Brown and colleagues(2005), there is a strong positive relationship between ethical leadership and trust in the leader. Also, De Hoogh and Hartog found that followers were more optimistic about the future when their leaders showing consideration for them, treating people fairly and being honest and cooperative. Ethical leadership gives the positive forms of leadership so the study shows some indications about the relationship between ethical leadership and cooperative behavior.

First, as proposed by the ‘moral person’ dimension of ethical leadership, ethical leaders are supposed to be trustworthy people who make fair, right decisions and show concern for the welfare of their followers(Brown & Treviño, 2006; Brown et al., 2005).

To analyze the links between ethical leadership and followers, some scholars(Walumbwa & colleagues, 2010) suggested that ethical leadership promotes high trust with followers. Scholars believe that the willingness to trust other people is one of the factors promoting cooperation(Dirks & Ferrin, 2001). Some studies have also shown that there is indeed a

relationship between cooperative behavior and trust(Yamagishi, 1986). Cooperative behavior is often encouraged in members' willingness to work with others, even when it is not formally required(Wageman, 1995). A person deliberately chooses trust supposing to organize a relationship with his/her and make them more essential. In other words, trust and cooperativeness may be more beneficial than self-interested behavior, especially for the long term.

Second, by determining the conditions under which members are likely to display cooperative behavior is difficult, however, since cooperative behavior can be affected both by personality, or one's bias to chase individualistically or organization goals(McClintock & Liebrand. 1988) and by formal and informal control systems that reward individual capability or cooperative efforts(Petersen, 1992). Also, according to Hirst et al.(2015), ethical leaders play a main role in promoting cooperative behavior through highlighting the importance of helping each another. Based on these studies the following hypotheses derived:

**H5:** Ethical leadership is positively related to cooperative behavior.

### **3.1.6. Mediating role of Ethical Leadership in the relationship between Ethical Climate and Innovative and Cooperative Behavior**

The study proposes that the relationship between ethical climate and innovative behavior is mediated through role of ethical leadership. But the results showed that ethical leadership does not influence\_the relationship between ethical climate and innovative behavior. Risk-taking or new creative ideas play an important role in innovative behavior(Hattori & Wycoff, 2002), which in healthcare teams it can harm psychological safety. Healthcare organizations differ from other company organizations. It is essential to provide trust, and support decision-making either



within the organizations or in relationships with patients. Thus, the following hypothesis proposed that:

**H6:** Ethical leadership mediates the relationship between the ethical climate and innovative behavior.

Situations place different demands on employees, and those with their skills need to meet these demands and behave in certain ways(Wright & Mischel, 1987; Wyer & Srull, 1989). According to Gini(1998), effective leadership in organizations is not one sided; like ethics, leadership needs a cooperative relationship with others. For example, the behaviors that ethical leaders demonstrate have been shown to have positive relationships with follower trust and perceived organizational effectiveness(Johnson & Shelton, 2012). Therefore, Wyld and Jones(1997) propose that ethical climate does not impact just the final decision, but the whole decision-making process.

According to Brown, Trevino and Harrison(2005), when employees are treated well by their trusted leaders, who characterize ethical traits, they approach by being more concentrated to work. The study argues that ethical climate's high standard norms can promote positive expectations among employees, assisting their trust in and enthusiasm to cooperate with the leader for the benefit of the organization. According to that, cooperative behaviors support and promote either verbal or nonverbal communication and social skill development. Therefore, organizational leadership is the most important element(Agbor, 2008) in the relationships. Thus, the following hypothesis proposed that:

**H7:** Ethical leadership mediates the relationship between the ethical climate and cooperative

behavior.

### 3.2. Research Model

As described earlier, the aim of this study is to investigate the effect of ethical climate on innovative and cooperative behavior and to examine the affective role of ethical leadership in these relationships. The research model of the study is presented in Figure 1.

**H1:** Ethical climate is positively related to ethical leadership.

**H2:** Ethical climate is positively related to innovative behavior.

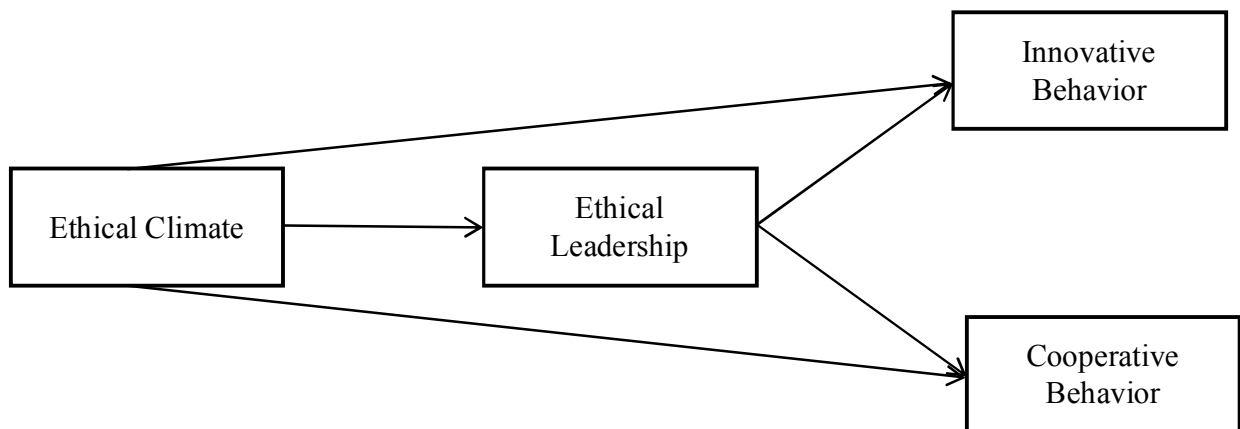
**H3:** Ethical climate is positively related to cooperative behavior.

**H4:** Ethical leadership is positively related to innovative behavior.

**H5:** Ethical leadership is positively related to cooperative behavior.

**H6:** Ethical leadership mediates the relationship between the ethical climate and innovative behavior.

**H7:** Ethical leadership mediates the relationship between the ethical climate and cooperative behavior.



**Figure.1 Research Model**

## **CHAPTER 4. METHOD**

### **4.1. Procedure and Respondents**

#### **4.1.1. Procedure**

The purpose of the study was to examine the effect of ethical climate on innovative and cooperative behavior and ethical leadership as a mediator variable in the relationships. Employee respondents completed the research questionnaire which was based on the available items of several authors including Ethical Climate Questionnaire (Victor & Cullen, 1987, 1988, 1993), Ethical Leadership Scale (Brown & Trevino, 2005), Cooperative Behavior Scale (Yang et al., 2009) and Innovative Behavior Scale. To avail better responses, the questionnaire was given in the Korean language, because the survey was held in Korea. Participants were asked to indicate their level of agreement/disagreement with using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The survey questionnaires in Korean are shown in Appendix 1.

As a preliminary analysis, a few steps were managed to provide data validity and reliability. The evaluation of the measurement model was performed using Exploratory Factor Analysis (EFA), concluded by Regression Analysis.

#### **4.1.2. Respondents**

In this study, the convenience sampling method was used to collect data. Survey forms distributed to participants and were explained the purpose of the research. Data for the study were obtained from small and middle sized healthcare systems and/or hospitals in Korea. The ranks of the participants ranged from entry-level staff to mid-level managers. For the research, a

total 200 employees were surveyed from 20<sup>th</sup> March to 20<sup>th</sup> May and 183 copies were collected; of them 162 items were used as the final analysis data and 21 were excluded from the questionnaire.

For the present study questionnaire, Ethical Climate consisted of 11 questions, Ethical Leadership 10 questions, Innovative Behavior 9 questions, and Cooperative Behavior 6 questions. Demographic characteristics, position and work experience, gender, age, educational status and work department were also placed in the survey questions. Ultimately, the total number of usable questionnaires was 43.

#### **4.2. Methodology of analysis**

Respondents' profiles and characteristics are presented in Table 1. Results indicated that 54.9% were female, 78.4% were aged between 21~25 years, 37.0% of respondents worked in their company for 2~3 years, respectively. In regards to education, 51.2% had obtained associated degree, and 37.7% had obtained undergraduate degree. Only a small percentage of respondents (11.1%) had higher education.

Table 1 also shows respondents' organizational rank. Regarding organizational rank, 80.2% were staff employees, 15.4% supervisors, 4.4% of managers. Further, 65.4% of respondents' duty post were the departments of physical therapy, and 89.5% were middle sized hospitals.

**Table 1. Descriptive statistics of study sample (N = 162)**

| Sample Characteristics | Groups                          | Frequency | Percent |
|------------------------|---------------------------------|-----------|---------|
| Gender                 | Male                            | 73        | 45.1    |
|                        | Female                          | 89        | 54.9    |
| Work Experience        | 2 years and less                | 14        | 8.6     |
|                        | 2~3                             | 60        | 37.0    |
|                        | 3~4                             | 39        | 24.1    |
|                        | 4 years and more                | 49        | 30.3    |
| Age                    | 21~29                           | 127       | 78.4    |
|                        | Over 30                         | 29        | 21.6    |
| Education              | Associated                      | 83        | 51.2    |
|                        | Bachelor                        | 61        | 37.7    |
|                        | Master and above                | 18        | 11.1    |
| Position               | Staff employee                  | 130       | 80.2    |
|                        | Managers and above              | 32        | 19.8    |
| Working Department     | Physiotherapy clinic            | 106       | 65.4    |
|                        | Hospital administration/ office | 56        | 34.6    |
| Hospital Type          | Hospital                        | 145       | 89.5    |
|                        | Clinic and above                | 17        | 10.5    |

#### **4.2.1. Measurement of variables**

##### **Ethical Climate**

Ethical climate was assessed based on ethical climate dimensions identified by Victor and Cullen(1987; 1988; 1993), rules, policies, caring, professional standards and the code of law. Sample items included “The most efficient manner for finishing work is to do the right thing”, “Employees take care of each other in the hospital”. Responses were indicated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) and all materials were presented in the Korean language.

##### **Ethical Leadership**

The Ethical Leadership Scale (ELS) was developed by Brown et al. 2005. The ELS has 10 items, each with a 5-point Likert-type response format (1 = strongly disagree, 5 = strongly agree) all materials were presented in the Korean language. Ethical leadership was evaluated based on six ethical leadership dimension adapted by Brown et al.(2005), communication response, concerning, behavior model, treating employees adequately, trust and listening. Sample items include “My boss makes fair and balanced decisions”, “My leader can be trusted”, “My leader sets an example of how to do things the right way in terms of ethics”.

##### **Innovative Behavior**

Innovative behavior was measured by six-item innovative behavior scale. Responses were recorded on a 5- point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include “I try to correct the wrong procedure or practice”.

##### **Cooperative Behavior**

Cooperation behavior was assessed by six items(Yang et al., 2009). Sample items include “Assists co-workers with heavy workloads even though it is not part of job” and “Takes on extra

responsibilities in order to help co-workers when things get demanding at work". Responses were recorded on a 5- point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

#### **4.2.2. Reliability and validity**

##### **Reliability**

For the empirical analysis, the reliability and validity of the variables were tested. The total of items analyzed their reliability are 43 which consist of 11 items Ethical Climate, 10 items of Ethical Leadership, 9 items of Innovative Behavior, 6 items of Cooperative Behavior, and 7 items of demographic characteristics were also included. A reliability test based on the Cronbach Alpha statistic was used to test constructs whether the factor was consistent and reliable. Table 2 showed that the Cronbach's alpha values of the constructs are ranged from .824 to .947 which all are greater than .70 (the lowest acceptable limit for Cronbach's alpha value). The Cronbach Alpha value of Ethical Climate (0.947), Ethical Leadership (0.9012), Innovative Behavior (0.864), Cooperative Behavior (0.824) is greater than .70, considered to represent a satisfactory level of reliability(Nunnally, 1978).

##### **Exploratory factor analysis**

Next is analyzing those items by Exploratory Factor Analysis method. This study was used a principal component analysis with varimax rotation to see how selected items load on expected constructs to reduce data as well as to provide a useful first step for next analysis. Eigenvalue greater than one was used as the standard to determine the number of factors(Churchill & Iacobucci, 2010). Only variables with a factor loading  $>0.5$  (Wilson & Hair, 2010), and accounted more than 50% of total variance were extracted to aid interpretation(Bagozzi & Yi

1988).

The results of the factor analysis showed that 6 items of Ethical Climate, 9 items of Ethical Leadership, 7 items of Innovative Behavior, and 4 items of Cooperative Behavior had >1 eigenvalue, which were grouped in each data set, and factor accounted for 65.958% of the total variance. Thus, the validity of the factors has been maintained.

**Table 2. Exploratory factor analysis**

| Items  | Factors     |      |             |       |
|--|-------------|------|-------------|-------|
|  | 1           | 2    | 3           | 4     |
| <b>Ethical climate</b>                           |             |      |             |       |
| 우리 병원 사람들은 자기보다 타인이 잘 되는 것을 좋아한다.                | .271        | .205 | <b>.748</b> | .063  |
| 우리 병원에서 우리의 주된 관심사는 언제나 다른 사람의 최대이익이다.           | .307        | .090 | <b>.745</b> | .194  |
| 우리 병원에서 우리의 주된 고려사항은 병원 내 모든 사람의 최대이익이다.         | .245        | .050 | <b>.719</b> | .135  |
| 우리 병원에서 가장 중요한 관심은 병원 내에 있는 모든 사람의 이익이다.         | .308        | .123 | <b>.709</b> | .108  |
| 우리 병원에서는 업무 수행 상 가장 효율적인 방법이 항상 바른 길로 여겨진다.      | .138        | .256 | <b>.689</b> | .005  |
| 우리 병원 사람들의 주요 책임은 효율을 첫 번째로 고려하는 것이다.            | .051        | .385 | <b>.605</b> | -.044 |
| <b>Ethical leadership</b>                        |             |      |             |       |
| 나의 상사는 공정하고 균형 잡힌 의사 결정을 한다.                     | <b>.877</b> | .037 | .147        | -.042 |
| 나의 상사는 윤리적인 측면에서 일들을 어떻게 올바르게 진행해야 하는지 모범을 보여준다. | <b>.871</b> | .128 | .186        | .098  |
| 나의 상사는 신뢰 할 수 있다.                                | <b>.847</b> | .078 | .223        | .093  |
| 나의 상사는 의사결정을 할 때 무엇이 올바른 일인가를 고려한다.              | <b>.805</b> | .157 | .076        | .273  |
| 나의 상사는 일의 성공을 평가할 때 결과뿐만 아니라 진행되어온 과정 도 중요하게 여긴다 | <b>.793</b> | .151 | .169        | .209  |



|   |             |             |      |             |
|---|-------------|-------------|------|-------------|
| 나의 상사는 직원의 이익을 최우선으로 여긴다.                                     | <b>.772</b> | .131        | .214 | .134        |
| 나의 상사는 직원들과 병원의 윤리와 가치에 대해 의견을 나눈다.                           | <b>.748</b> | .103        | .285 | .152        |
| 나의 상사는 사생활에 있어서도 윤리적으로 행동한다.                                  | <b>.742</b> | .086        | .190 | .107        |
| 나의 상사는 직원들이 하는 말에 귀를 기울인다.                                    | <b>.737</b> | .174        | .148 | -.029       |
| <b>Innovative Behavior</b>                                    |             |             |      |             |
| 나는 병원이나 부서에 중복되거나 불필요한 절차를 없애려고 노력한다.                         | .044        | <b>.822</b> | .186 | .089        |
| 나는 병원의 문제점을 줄이기 위한 해결방안을 실행에 옮긴다.                             | .185        | <b>.785</b> | .225 | .134        |
| 나는 잘못된 절차나 관행을 바로잡으려고 노력한다.                                   | -.016       | <b>.755</b> | .119 | .040        |
| 나는 업무 효율성을 높이기 위해 새로운 업무방식을 시도한다.                             | .168        | <b>.740</b> | .071 | .144        |
| 나는 우리 병원이나 부서 운영방식을 개선하기 위해 건설적인 제안을 하곤 한다.                   | .214        | <b>.710</b> | .142 | .246        |
| 나는 병원이나 부서 운영 방식을 개선시키려 노력한다.                                 | .116        | <b>.697</b> | .090 | .384        |
| 나는 우리 병원에게 효과적인 새로운 과업 방식을 도입하려고 한다.                          | .251        | <b>.615</b> | .271 | .222        |
| <b>Cooperative behavior</b>                                   |             |             |      |             |
| 나는 업무에서 어떠한 것이 필요할 때 동료들을 돕기 위하여 여분의 책임을 맡는 편이다.              | .147        | .160        | .010 | <b>.828</b> |
| 나는 맡은 업무가 내가 해야 하지 않아도 될 과중한 업무일지라도 동료들을 돕기 위해서 그 업무를 맡는 편이다. | .092        | .173        | .072 | <b>.816</b> |
| 나는 동료들이 자리를 비웠을 때 동료의 일을 맡아서 돕는 편이다.                          | .143        | .152        | .160 | <b>.705</b> |

|   |        |        |        |             |
|---|--------|--------|--------|-------------|
| 나는 동료들이 직면한 문제를 이해하기 위하여 여러분의 노력을 기울이는 편이다. | .115   | .248   | .084   | <b>.696</b> |
| <b>Eigen value</b>                          | 9.859  | 3.525  | 2.150  | 1.615       |
| <b>Percentage variance</b>                  | 37.918 | 51.476 | 59.747 | 65.958      |
| <b>Cronbach's alpha</b>                     | .947   | .901   | .864   | .824        |

### 4.2.3. Hypotheses testing

#### Descriptive statistics

The means, standard deviations, correlations for all variables including ethical climate, ethical leadership, innovative and cooperative behavior are presented in Table 3. It is essential to determine correlation, because constructs must be correlated to be able to examine a path/s between constructs (Wilson & Hair, 2010). Inter-correlations show that ethical climate significantly and positively correlates with innovative behavior ( $r = .496, p < 0.01$ ), cooperative behavior ( $r = .312, p < 0.01$ ), and ethical leadership ( $r = .525, p < 0.01$ ). Additionally, the table also results that ethical leadership positively correlates with innovative behavior ( $r = .387, p < 0.01$ ), cooperative behavior ( $r = .344, p < 0.01$ ). Thus, relationships exist among the variables of the study.

**Table 3. Descriptive analyses (Mean, Standard Deviation, and Correlation)**

|    | Mean  | SD    | 1       | 2      | 3      | 4      | 5       | 6     | 7    | 8      | 9      | 10     |
|----|-------|-------|---------|--------|--------|--------|---------|-------|------|--------|--------|--------|
| 1  | 1.55  | .499  | 1       |        |        |        |         |       |      |        |        |        |
| 2  | 3.39  | 2.148 | -.084   | 1      |        |        |         |       |      |        |        |        |
| 3  | 27.28 | 4.252 | -.251** | .674** | 1      |        |         |       |      |        |        |        |
| 4  | 1.60  | .682  | -.169*  | .236** | .463** | 1      |         |       |      |        |        |        |
| 5  | 1.24  | .520  | -.082   | .525** | .640** | .449** | 1       |       |      |        |        |        |
| 6  | 4.03  | 1.425 | .107    | .127   | -.074  | -.032  | .007    | 1     |      |        |        |        |
| 7  | 2.10  | .411  | .111    | .045   | -.031  | -.026  | -.032   | .005  | 1    |        |        |        |
| 8  | 3.12  | .736  | -.087   | -.066  | -.058  | -.160* | -.115   | .172* | .046 | 1      |        |        |
| 9  | 3.40  | .819  | -.109   | -.086  | -.048  | -.085  | -.237** | .190* | .063 | .525** | 1      |        |
| 10 | 3.45  | .694  | -.200*  | -.004  | -.052  | -.005  | -.102   | .201* | .092 | .496** | .387*  | 1      |
| 11 | 3.68  | .560  | -.058   | .033   | .035   | -.022  | -.112   | -.093 | .116 | .312** | .344** | .481** |

**Notes:** 1.Gender, 2.Work experience, 3.Age, 4.Education, 5.Position, 6.Working department, 7.Hospital type, 8.Ethical climate, 9.Ethical leadership, 10.Innovative behavior, 11.Cooperative behavior; \*\*  $p < .01$ , \*  $p < .05$

### Hypotheses testing

To test our theoretical framework, variance inflation factor (VIF) was used. VIF identifies multicollinearity in regression analysis, which was the most appropriate analytical tool for this study. Generally, if the value of VIF does not exceed 10, there is no possibility of multicollinearity (Seung & Park, 2008). The control variables such as gender, working experience, age, education, position, working department, and hospital type are entered as predictor of innovative and cooperative behavior. Then, the main effects predictor variable (ethical climate) was entered the regression equation.

**Table 4. Regression analysis of Hypothesis 1**

|                    | Ethical Leadership |                |         |         |      |
|--------------------|--------------------|----------------|---------|---------|------|
|                    | B                  | Standard Error | $\beta$ | t value | p    |
| Gender             | -.077              | .115           | -.047   | -.667   | .506 |
| Work Experience    | .001               | .003           | .016    | .172    | .864 |
| Age                | .021               | .021           | .108    | .984    | .327 |
| Education          | .069               | .094           | .057    | .732    | .466 |
| Position           | -.451              | .142           | -.287   | -3.170  | .002 |
| Working Department | -.053              | .040           | -.092   | -1.326  | .187 |
| Hospital Type      | .083               | .133           | .041    | .621    | .536 |
| Ethical Climate    | .541               | .076           | .486    | 7.119   | .000 |
| R                  | .337               |                |         |         |      |
| $\Delta R^2$       | .302               |                |         |         |      |
| F                  | 9.704***           |                |         |         |      |

\* p < .05, \*\* p < .01, \*\*\* p < .001

There are three steps used to analysis the relationships. Hypotheses 1, 2 and 3 relate to the direct effects of ethical climate and ethical leadership, innovative and cooperative behavior. These hypotheses are tested by regression analysis. As shown in Table 4, ethical climate has a statistically significant effect on ethical leadership ( $\beta = 0.486$ ,  $p < 0.01$ ). Therefore, Hypothesis 1 is supported.

Hypotheses 2 and 3 predict positive relationship ethical climate and innovative and cooperative behavior. Results of the analysis reveal that, ethical climate has a significant positive effect on innovative ( $\beta = 0.463$ ,  $p < 0.01$ ) and cooperative behavior ( $\beta = 0.295$ ,  $p < 0.01$ ), after controlling for gender, working experience, age, education, position, working department, and hospital type. Therefore, Hypotheses 2 and 3 are supported. (See Table, 5,6)

**Table 5. Regression analysis of Hypothesis 2**

|                    | <b>Innovative Behavior</b> |                       |                           |                |          |
|--------------------|----------------------------|-----------------------|---------------------------|----------------|----------|
|                    | <b>B</b>                   | <b>Standard Error</b> | <b><math>\beta</math></b> | <b>t value</b> | <b>p</b> |
| Gender             | -.187                      | .099                  | -.134                     | -1.881         | .062     |
| Work Experience    | .001                       | .003                  | .033                      | .339           | .735     |
| Age                | .015                       | .018                  | .090                      | .798           | .426     |
| Education          | .070                       | .082                  | .069                      | .858           | .392     |
| Position           | -.216                      | .123                  | -.162                     | -1.752         | .082     |
| Working Department | -.049                      | .035                  | -.101                     | -1.434         | .154     |
| Hospital Type      | .142                       | .115                  | .084                      | 1.236          | .218     |
| Ethical Climate    | .437                       | .066                  | .463                      | 6.623          | .000     |
| R                  | .306                       |                       |                           |                |          |
| $\Delta R^2$       | .269                       |                       |                           |                |          |
| F                  | 8.413***                   |                       |                           |                |          |

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

**Table 6. Regression analysis of Hypothesis 3**

|                    | Cooperative Behavior |                |         |         |      |
|--------------------|----------------------|----------------|---------|---------|------|
|                    | B                    | Standard Error | $\beta$ | t value | p    |
| Gender             | -.016                | .090           | -.015   | -.183   | .855 |
| Work Experience    | .002                 | .002           | .076    | .708    | .480 |
| Age                | .014                 | .017           | .107    | .854    | .394 |
| Education          | .040                 | .073           | .049    | .551    | .583 |
| Position           | -.223                | .111           | -.207   | -2.010  | .046 |
| Working Department | -.016                | .031           | -.040   | -.504   | .615 |
| Hospital Type      | .135                 | .104           | .099    | 1.305   | .194 |
| Ethical Climate    | .225                 | .059           | .295    | 3.783   | .000 |
| R                  | .137                 |                |         |         |      |
| $\Delta R^2$       | .092                 |                |         |         |      |
| F                  | 3.028***             |                |         |         |      |

\* p < .05, \*\* p < .01, \*\*\* p < .001

Results of the analysis of hypothesis 4 and 5 reveal that, after controlling for gender, working experience, age, education, position, working department, and hospital type, ethical leadership maintained the significant relationship with innovative ( $\beta = 0.327$ ,  $p < 0.05$ ) and cooperative behavior ( $\beta = 0.310$ ,  $p < 0.05$ ). (See table 7 and 8) Therefore, Hypotheses 4 and 5 are supported.

**Table 7. Regression analysis of Hypothesis 4**

|                    | Innovative Behavior |                |         |         |      |
|--------------------|---------------------|----------------|---------|---------|------|
|                    | B                   | Standard Error | $\beta$ | t value | p    |
| Gender             | -.209               | .107           | -.150   | -1.962  | .052 |
| Work Experience    | .001                | .003           | .028    | .266    | .790 |
| Age                | .010                | .020           | .060    | .499    | .619 |
| Education          | .000                | .087           | .000    | .004    | .997 |
| Position           | -.115               | .136           | -.086   | -.847   | .398 |
| Working Department | -.059               | .037           | -.121   | -1.597  | .112 |
| Hospital Type      | .147                | .124           | .087    | 1.187   | .237 |
| Ethical Leadership | .277                | .065           | .327    | 4.425   | .000 |
| R                  | .201                |                |         |         |      |
| $\Delta R^2$       | .159                |                |         |         |      |
| F                  | 4.808***            |                |         |         |      |

\* p < .05, \*\* p < .01, \*\*\* p < .001

**Table 8. Regression analysis of Hypothesis 5**

|                    | Cooperative Behavior |                       |                           |                |          |
|--------------------|----------------------|-----------------------|---------------------------|----------------|----------|
|                    | <b>B</b>             | <b>Standard Error</b> | <b><math>\beta</math></b> | <b>t value</b> | <b>p</b> |
| Gender             | -.017                | .089                  | -.015                     | -.187          | .852     |
| Work Experience    | .002                 | .002                  | .071                      | .663           | .508     |
| Age                | .010                 | .017                  | .077                      | .609           | .543     |
| Education          | .006                 | .072                  | .008                      | .089           | .929     |
| Position           | -.137                | .114                  | -.127                     | -1.200         | .232     |
| Working Department | -.014                | .031                  | -.035                     | -.444          | .658     |
| Hospital Type      | .128                 | .104                  | .094                      | 1.239          | .217     |
| Ethical Leadership | .212                 | .055                  | .310                      | 3.892          | .000     |
| R                  | .141                 |                       |                           |                |          |
| $\Delta R^2$       | .096                 |                       |                           |                |          |
| F                  | 3.139***             |                       |                           |                |          |

\* p < .05, \*\* p < .01, \*\*\* p < .001

Next, ethical leadership was entered to predict the role of mediation in the relationship between ethical climate and innovative and cooperative behavior. Hypothesis 6 stated the mediating effect of ethical leadership between ethical climate and innovative behavior relationship. For mediation, was also used regression analysis, following four conditions (Baron & Kenny, 1986): first, independent variable should be related to mediating variable, second, the mediating variable should be related to the dependent variables, third, independent variable should be related on dependent variables. Fourth, when independent variable and the mediator are included, the direct relationship between independent variable and the dependent variables should become less significant (partial mediation) or non-significant (full mediation). But, as



the results shown in Table 9, the findings do not support Hypothesis 6. The beta value was not significant ( $\beta = 0.120$ ,  $p = .147$ ). Ethical leadership does not have a positive influence on innovative behavior as a mediator. As the results show in Table 3, there is a significant and positive correlation among all the presumed constructs. However, in comparison the correlation between ethical climate and innovative behavior ( $r = .496$ ) is higher than the correlation between ethical leadership and innovative behavior ( $r = .387$ ). But correlation between ethical climate and cooperative behavior ( $r = .312$ ) is lower than correlation between ethical leadership and cooperative behavior ( $r = .344$ ). These results of correlation provide possibility of ethical leadership has not significant mediator effect between ethical climate and innovative behavior. Therefore, Hypothesis 6 is not supported.

**Table 9. Regression analysis of Hypothesis 6**

|                    | Step 1<br>(Ethical Leadership) |         | Step 2<br>(Innovative Behavior) |         | Step 3<br>(Innovative Behavior) |         |
|--------------------|--------------------------------|---------|---------------------------------|---------|---------------------------------|---------|
|                    | $\beta$                        | t value | $\beta$                         | t value | $\beta$                         | t value |
| Gender             | -.047                          | -.667   | -.134                           | -1.881  | -.129                           | -1.807  |
| Work Experience    | .016                           | .172    | .033                            | .339    | .031                            | .320    |
| Age                | .108                           | .984    | .090                            | .798    | .077                            | .683    |
| Education          | .057                           | .732    | .069                            | .858    | .062                            | .774    |
| Position           | -.287                          | -3.170  | -.162                           | -1.752  | -.128                           | -1.341  |
| Work Department    | -.092                          | -1.326  | -.101                           | -1.434  | -.090                           | -1.275  |
| Hospital Type      | .041                           | .621    | .084                            | 1.236   | .079                            | 1.166   |
| Ethical Climate    | .486***                        | 7.119   | .463***                         | 6.623   | .405***                         | 5.034   |
| Ethical Leadership |                                |         | .                               |         | .120                            | 1.458   |

|              |          |          |          |
|--------------|----------|----------|----------|
| R            | .337     | .306     | .315     |
| $\Delta R^2$ | .302     | .269     | .275     |
| F            | 9.704*** | 8.413*** | 7.769*** |

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

Finally, according to research regarding Baron and Kenny's(1986) causal steps, the model examined within this research suggests that ethical climate indirectly impacts on cooperative behavior, when ethical leadership is added as a mediator. So, the ethical leadership partially mediated ( $\beta = 0.212$ ,  $p < 0.05$ ) in the relationship between ethical climate and cooperative behavior, as the beta decreased after adding ethical leadership but it remained significant. Therefore, Hypothesis 7 is partially supported.

**Table 10. Regression analysis of Hypothesis 7**

|                 | Step 1<br>(Ethical Leadership) |         | Step 2<br>(Cooperative Behavior) |         | Step 3<br>(Cooperative Behavior) |         |
|-----------------|--------------------------------|---------|----------------------------------|---------|----------------------------------|---------|
|                 | $\beta$                        | t value | $\beta$                          | t value | $\beta$                          | t value |
| Gender          | -.047                          | -.667   | -.015                            | -.183   | -.005                            | -.060   |
| Work Experience | .016                           | .172    | .076                             | .708    | .073                             | .685    |
| Age             | .108                           | .984    | .107                             | .854    | .084                             | .679    |
| Education       | .057                           | .732    | .049                             | .551    | .037                             | .420    |
| Position        | -.287                          | -3.170  | -.207                            | -2.010  | -.146                            | -1.396  |
| Work Department | -.092                          | -1.326  | -.040                            | -.504   | -.020                            | -.259   |
| Hospital Type   | .041                           | .621    | .099                             | 1.305   | .090                             | 1.205   |
| Ethical Climate | .486***                        | 7.119   | .295***                          | 3.783   | .192***                          | 2.161   |

|                    |          |  |          |  |        |       |
|--------------------|----------|--|----------|--|--------|-------|
| Ethical Leadership |          |  | .        |  | .212** | 2.336 |
| R                  | .337     |  | .137     |  | .167   |       |
| $\Delta R^2$       | .302     |  | .092     |  | .117   |       |
| F                  | 9.704*** |  | 3.028*** |  | 3.376  |       |

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

## CHAPTER 5. CONCLUSION AND DISCUSSION

### 5.1. Discussion

The purpose of the study was to investigate whether there was a positive relationship between the ethical climate, ethical leadership, innovative and cooperative behavior. This study examined a mediating role of ethical leadership on innovative and cooperative behavior. Also, in this study, it is argued that leaders can be influenced by organization's climate. In other words, if ethical work climate impact ethical leaders to act in an honest and positive way, whose behaviors improve productivity, communication, decision making in the organization.

The vast amount of research has examined relationships between ethical climate and work outcomes(Elci & Alpkın, 2009; DeConinck, 2010; Chen & Lin, 2008). The previous studies indicated that(Ahn & Chebotaryov, 2012) there is a positive relationship between ethical leadership and an ethical climate. When ethical leaders promote open communication, encourage followers to take initiatives, give possibilities to express their views and opinions(Brown & Treviño, 2006), the followers reciprocate by cooperative behavior in the organization.

The analysis is based on sample of 183 employees in some healthcare organizations in Korea. Regression analysis was used to test the relationships ethical climate with innovative and cooperative behavior as well as the mediating effect of ethical leadership in both relationships. According to the results, hypotheses 1~5 were supported, hypothesis 6 was not supported and finally, hypothesis 7 was partially supported.

Hypothesis 1, 2 and 3 indicated that ethical climate positively influences innovative and cooperative behavior and ethical leadership. Ethical leadership also has direct positive effects on innovative and cooperative behavior (hypotheses 4 and 5). Study found that when leaders are moral people (e.g., integrity, concern for others) and moral managers (e.g., communicating,

rewarding, punishing, emphasizing ethical standards) they are better provided to create an environment in which doing the right thing is valued (Brown & Trevino, 2005).

Also, considering the importance of ethical climate in the organizations, ethical principles appear to be valuable attributes for ethical leaders. It has a positive effect on different aspects of professional practice, including patient care, communication, decision making, and thus, help in the development of cooperativeness, and ethics in nursing practice.

In addition, the result shows that ethical leadership does not affect positively on innovative behavior as a mediator. Support from the organization is necessary; corporations must create an atmosphere to support workers to engage in more innovative and cooperative behavior. However, managers should develop and practice more clear code of ethics for enhancing followers innovative work behavior. Though, in healthcare system organizations innovative changes have possibility to lead to failure among healthcare managers, nurses and patients. Coakes and Smith (2007) suggests that innovative behavior can be a risky practice for organizations and employees alike. Based on result of testing hypothesis 7, ethical leadership partially mediates the relations between ethical climate and cooperative behavior.

### **5.1.1. Theoretical and practical implications**

Organization's ethical climate and leadership are popular topics among researchers and many studies have been captivated on these. This study suggests a new view on leadership behaviors cultivating innovative and cooperative work behavior within the medical organization context. Until now many studies focused mainly on knowledge-intensive environments.

The research has some theoretical and practical implications. Firstly, it finds support for the positive link between ethical climate and employees' innovative and cooperative behavior. Empirical studies in the past literature display that ethical climate which is shared the perception

of employees to realize what ethical behavior is in the organization has become very eminent to shape the behavior of employees in an ethical way. The findings of this research indicated that the ethical climate keeps employees motivated, promotes information sharing, increases interrelation between employees.

Another important finding of this study was that ethical climate has positive relationship with ethical leadership and employee innovative and cooperative behavior. Therefore, managers who show ethical leadership qualities, such as integrity and fairness, emphasize ethical standards, encourage employees work behavior in organizations. When employees manage in an ethical climate, they are likely to engage in ethical behavior(Mayer & Kuenzi, 2009) .

Moreover, the partial mediator effect of ethical leadership on cooperative behavior provides empirical evidence among ethical climate, ethical leadership and cooperative behavior, an important process for the effective organization that needs further research.

Whereas, ethical leadership as a mediator between ethical climate and innovative behavior cannot find support in this study. Leaders by new way of thinking and taking new risks can interact to produce an innovative outcome, and increase the creative performance of their subordinates. In fields as surgery (e.g. plastic, cardiothoracic), diagnostic (e.g. X-ray, MRI scans) leader's influence on innovativeness can stimulate and promote employees' behavior, because new innovated and creative supplies in such fields as surgery, can produce more effective processes that can improve patient outcomes and safety. This research was held in small and middle-sized local healthcare systems, in which stability, trust, decision-making among health managers and nurses, and patients are more essential, therefore results showed that ethical leadership has no significant impact on innovative behavior as a mediator. The type of leadership which most strongly related with innovation is transformational leadership(Rosing & Frese,

2011). In previous studies investigated by Wilson-Evered et al.(2001, 2004), transformational leadership was associated with innovative work climate and behaviors in healthcare teams. Also, according to Reuvers and his colleagues(2004), research in four Australian hospitals showed a positive and significant relationship between transformational leadership and employees innovative behavior. Though, in healthcare system organizations innovative changes may lead to either success or failure.

In spite of ample studies about ethical climate, ethical leadership, innovative and cooperative behavior that have in banking, business sectors, few research has focused on ethical climate, ethical leadership and their influences on employees' behaviors which is associated to outcomes and effectiveness of healthcare systems. If hospital managers are able to improve nursing employees' behavior, effectiveness, and productivity of, organization outcomes and safety also improves. Consequently, this study highlights the importance of employee perceptions of organizational support and the supervisor-subordinate relationship.

### **5.1.2. Limitations and future research**

Despite these theoretical and practical implications that noted above, there are several limitations of this study. One limitation is that collected data are cross-sectional. Thus, there is a limit to making definite conclusions about the results of the study. Future research may explain the causal process in which antecedent variables lead to an increase or decrease in innovative behavior and cooperative behavior. Moreover, surveys with higher sample sizes can give better ideas about the effects of ethical climate and ethical leadership on employees' work behaviors in healthcare systems. A second limitation is that employees considered in this study belonged to few local hospitals in Korea. Hence, the presented findings may not be generalized to another

organizational context. It would be valuable to collect data from employees from other organizations to obtain a balanced view of the relationship between ethical climate, ethical leadership, innovative and cooperative behavior in healthcare systems.

In the future research, various possible variables should be expanded in addition to ethical leadership parameters that are proven in this study in relation to the ethical environment and innovative and cooperative behavior.

In a conclusion, the ethical climate and the role of ethical leaders are very crucial in today's healthcare organizations. The results from this study suggest that employees' behaviors can be increased by organization's climate and ethical leaders who are good role models.

## **5.2. Conclusion**

This research demonstrates the significant impact of the ethical context in the development of trust and employee behavior within the organization. The existence of ethical climate refers to more cognitive forms of trust, sets the principles of a positive ethics, and caring between leaders and members of an organization. Innovative and cooperative behavior may lead to the implementation of useful ideas. Given the recognized importance of innovative and cooperative behavior to organizational success, these initial findings on the relationship of ethical climate with innovative and cooperative behavior should be mentioned by human resource management scholars and practitioners. Therefore, to boost the level of ethical climate in organizations, managers, of small and middle-sized companies, should build relationships between employees that provide creative and cooperative support. At the same time, the study provides support for the vision of ethical managers, thus enhancing positive effects of such leaders on innovative and cooperative behaviors of followers within their company. For managers that plan to or currently



operate in developing companies, this study maintains insights into understanding organizational ethics. Hence, further research examining other antecedents of ethical climate may provide a better insight understanding of the factors that directly and indirectly influence innovative and cooperative behavior.

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## APPENDIX: SURVEY

안녕하십니까?

저는 울산대학교 대학원에서 경영학을 전공하고 있는 학생으로서 석사학위논문을 준비하고 있습니다. 본 설문지는 윤리적 풍토, 윤리적 리더십, 그리고 LMX가 구성원의 행동에 미치는 영향에 관한 연구를 조사하기 위한 내용입니다.

본 설문지는 익명으로 처리되며 학문적 연구 이외에는 절대 사용하지 않을 것임을 약속드리겠습니다. 바쁘시더라도 귀하의 실제 느낌이나 생각을 솔직하고 성실하게 답변해주시면 감사하겠습니다.

바쁘신 중에도 본 설문에 응답해 주신 귀하의 도움에 깊이 감사 드립니다 2017년 3월

울산대학교 대학원

경영학과 석사과정

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I. 아래의 문항들은 현재 귀하가 속한 조직의 분위기(EC)와 관련된 질문들입니다. 귀하의 생각과 일치하는 항목에 V 표로 기록하여 주시기 바랍니다.

| 항 목   | 전혀<br>그렇지<br>않다   | 그렇지<br>않다 | 그저<br>그렇다 | 그렇다 | 매우<br>그렇다 |
|---|-------------------|-----------|-----------|-----|-----------|
| 1. 우리 병원 사람들은 주로 자기 자신을 위해 노력한다.                | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 2. 우리 병원 사람들은 병원 이익의 증대를 위해서라면 무엇이든 하고자 한다.     | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 3. 우리 병원에서 가장 중요한 관심은 병원 내에 있는 모든 사람의 유익이다.     | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 4. 우리 병원 사람들의 주요 책임은 효율을 첫 번째로 고려하는 것이다.        | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 5. 우리 병원 사람들은 자기보다 타인이 잘 되는 것을 좋아한다.            | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 6. 우리 병원에서는 업무 추진 시 내 자신의 도덕관이나 윤리관을 적용시킬 수 있다. | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 7. 우리 병원에서는 병원의 규정과 절차를 엄격히 따르는 것이 매우 중요하다.     | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 8. 우리 병원에서는 업무 수행 상 가장 효율적인 방법이 항상 바른 길로 여겨진다.  | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 9. 우리 병원에서 우리의 주된 관심사는 언제나 다른 사람의 최대유익이다        | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 10. 우리 병원 사람들은 다른 무엇보다 우선하여 자신의 이익을 보호한다.       | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 11. 우리 병원에서 우리의 주된 고려사항은 병원 내 모든 사람의 최대유익이다.    | ① - ② - ③ - ④ - ⑤ |           |           |     |           |

II. 다음은 귀하의 **직속상사(EL)**의 리더십과 관련된 문항들입니다. 각각의 문항에 대해 평소에 가지고 계신 생각과 가장 가까운 번호에 V 표하여 주십시오.

‘직속상사’란?  
본 설문지에서 언급하고 있는 ‘직속상사’란 **귀하를 직접 통제하고 보고받는 상사**를 말합니다.

| 항 목   | 전혀<br>그렇지<br>않다   | 그렇지<br>않다 | 그저<br>그렇다 | 그렇다 | 매우<br>그렇다 |
|---|-------------------|-----------|-----------|-----|-----------|
| 1. 나의 상사는 직원들이 하는 말에 귀를 기울인다.                       | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 2. 나의 상사는 직원들이 윤리적 규범을 어겼을 경우 처벌한다.                 | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 3. 나의 상사는 사생활에 있어서도 윤리적으로 행동한다.                     | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 4. 나의 상사는 직원의 이익을 최우선으로 여긴다.                        | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 5. 나의 상사는 공정하고 균형 잡힌 의사 결정을 한다.                     | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 6. 나의 상사는 신뢰 할 수 있다.                                | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 7. 나의 상사는 직원들과 병원의 윤리와 가치에 대해 의견을 나눈다.              | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 8. 나의 상사는 윤리적인 측면에서 일들을 어떻게 올바르게 진행해야 하는지 모범을 보여준다. | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 9. 나의 상사는 일의 성공을 평가할 때 결과뿐만 아니라 진행되어온 과정도 중요하게 여긴다. | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 10. 나의 상사는 의사결정을 할 때 무엇이 올바른 일인가를 고려한다.             | ① - ② - ③ - ④ - ⑤ |           |           |     |           |

III. 다음은 **귀하의 업무행동(IB)**과 관련된 질문입니다. 귀하의 생각과 일치하는 번호에 V 으로 표시하여 주십시오.

| 항 목  | 전혀<br>그렇지<br>않다   | 그렇지<br>않다 | 그저<br>그렇다 | 그렇다 | 매우<br>그렇다 |
|--|-------------------|-----------|-----------|-----|-----------|
| 1. 나는 직무 수행 절차의 개선을 모색하곤 한다.                   | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 2. 나는 효과성을 더욱 높이기 위해 업무수행 방식을 변화시키기도 한다.       | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 3. 나는 병원이나 부서 운영 방식을 개선시키려 노력한다.               | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 4. 나는 우리 병원에게 효과적인 새로운 과업 방식을 도입하려고 한다.        | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 5. 나는 우리 병원이나 부서 운영방식을 개선하기 위해 건설적인 제안을 하곤 한다. | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 6. 나는 잘못된 절차나 관행을 바로잡으려고 노력한다.                 | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 7. 나는 병원이나 부서에 중복되거나 불필요한 절차를 없애려고 노력한다.       | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 8. 나는 병원의 문제점을 줄이기 위한 해결방안을 실행에 옮긴다.           | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 9. 나는 업무 효율성을 높이기 위해 새로운 업무방식을 시도한다.           | ① - ② - ③ - ④ - ⑤ |           |           |     |           |

IV. 귀하의 업무관련 행동(CB)에 관한 질문입니다. 생각이나 느낌과 가장 일치하는 번호에 V 표시를 해주시기 바랍니다

| 항 목  | 전혀<br>그렇지<br>않다   | 그렇지<br>않다 | 그저<br>그렇다 | 그렇다 | 매우<br>그렇다 |
|--|-------------------|-----------|-----------|-----|-----------|
| 1. 나는 동료들에 대한 개인적 관심을 가지고 있는 편이다.                                | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 2. 나는 힘든 업무 상황에 있을지라도 동료들에 대하여 관심과 예의를 보이는 편이다.                  | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 3. 나는 동료들이 직면한 문제를 이해하기 위하여 여러분의 노력을 기울이는 편이다.                   | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 4. 나는 동료들이 자리를 비웠을 때 동료의 일을 맡아서 돕는 편이다.                          | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 5. 나는 맡은 업무가 내가 해야 하지 않아도 될 과중한 업무일지라도 동료들을 돕기 위해서 그 업무를 맡는 편이다. | ① - ② - ③ - ④ - ⑤ |           |           |     |           |
| 6. 나는 업무에서 어떠한 것이 필요할 때 동료들을 돕기 위하여 여러분의 책임을 맡는 편이다.             | ① - ② - ③ - ④ - ⑤ |           |           |     |           |

V. 귀하에 대한 일반적인 사항에 관한 질문입니다. 해당하는 항목에 표시해 주시기 바랍니다.

- ▶ 성 별 ① 남 ② 여
- ▶ 귀하의 근무경력은? ( )년 ( )개월
- ▶ 귀하의 연령은? 만 ( )세
- ▶ 귀하의 학력은? ① 전문대 ② 대학교 ③ 대학원 재학 이상

▶ 귀하의 직급은? ① 사원 ② 주임 ③ 과장급 이상

▶ 귀하의 근무하는 부서는? ( )

예) (간호실, 방사선실, 물리치료실, 작업치료실, 행정실/원무과)

▶ 귀하의 근무하는 병원 규모는? ① 의원 ② 병원 ③ 종합병원 이상 ④ 기타 ( )

♠ 끝까지 설문에 응해주셔서 대단히 감사합니다 ♠

## **APPENDIX: SURVEY**

I am studying business administration at the University of Ulsan and preparing my master's thesis. This questionnaire was designed to investigate the study of ethical climate, ethical leadership and the influence of employee's behaviors.

I promise that this questionnaire will be treated anonymously and will never be used except in academic research. Please take a moment to complete this survey. I would appreciate your honest and sincere reply to your actual feelings and thoughts.

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Business Administration  
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Student: Kim Shirin Arzu  
E-mail: [arzuks@naver.com](mailto:arzuks@naver.com)



I . The following questions are related to the atmosphere (EC) of the current hospital. Please fill in V-marks on items that match your thoughts.

| Items   | Strongly disagree | Disagree | Neutral | agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| 1. In this hospital, people mainly work for themselves.                                   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 2. People in this hospital wants to do anything to increase hospital's profits.           | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 3. The most important concern is the good of all in the hospital.                         | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 4. The major responsibility for people in this hospital is to consider efficiency first.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 5. People in this hospital are concerned about others to be better than themselves.       | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 6. In this hospital, I can apply my personal morals and ethics.                           | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 7. It is very important in this hospital strictly obey hospital's rules and regulations.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 8. In this hospital, the most efficient way is always the right way.                      | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 9. In this hospital, our major is always what is best for the other person.               | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 10. In this hospital, people protect their own interest above other considerations.       | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 11. People are very concerned about what is generally best for employees in the hospital. | ① - ② - ③ - ④ - ⑤ |          |         |       |                |

II. The following questions are related to your supervisor's leadership (EL). Please fill in V-marks on items that match your thoughts.

| Items   | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| 1. My leader listens to what employees say.   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 2. My leader punishes employees for breaking ethical norms.                                 | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 3. My leader also conducts his/her personal life in an ethical manner.                      | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 4. My leader has the best interest of employees in mind.                                    | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 5. My leader makes fair and balanced decisions.   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 6. My leader can be trusted.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 7. My leader discusses hospital ethics or values of the staff and the hospital.             | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 8. My leader sets an example of how to do things the right way in terms of ethics.          | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 9. My leader defines success not just by results but also by the way that they are obtained | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 10. My leader considers what is right when making decisions.                                | ① - ② - ③ - ④ - ⑤ |          |         |       |                |

III. The following questions are related to your work behavior (IB). Please fill in V-marks on items that match your thoughts.

| Items   | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| 1. I often seek to improve my job performance procedures.   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 2. I also change the way I work to improve my effectiveness.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 3. I try to improve the way hospital and departments operate.   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 4. I am going to introduce a new way of working that is effective for our hospital.                                 | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 5. I used to constructive suggestions to improve our hospital or department operations.                             | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 6. I try to correct the wrong procedure or practice.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 7. I try to eliminate redundant or unnecessary procedures in hospitals or departments.                              | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 8. I generate original solutions for problems in this hospital.   | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 9. I search out new processes, working methods, techniques, and/or ideas to improve effectiveness in this hospital. | ① - ② - ③ - ④ - ⑤ |          |         |       |                |

IV. The following questions are related to your work behavior (CB). Please fill in V-marks on items that match your thoughts.

| Items  | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-------------------|----------|---------|-------|----------------|
| 1. I have a personal interest in my colleagues.  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 2. I am interested and courteous to my colleagues even in a difficult job situation.               | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 3. I try to make extra efforts to understand problems of colleagues faced by.                      | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 4. I try to take care of my colleague's work when they leave.                                      | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 5. I assist co-workers with heavy workloads even though it is not my part of job.                  | ① - ② - ③ - ④ - ⑤ |          |         |       |                |
| 6. I take on extra responsibilities in order to help co-workers when things get demanding at work. | ① - ② - ③ - ④ - ⑤ |          |         |       |                |

V. This is a general question about you. Please indicate the corresponding item.

- Sex ① M ② F
- What is your work experience? ( ) Years ( ) months
- What is your age?
- What is your academic background? ① College ② University ③ Graduate school
- What is your position? ① Employee ② Supervisor ③ Manager level or above
- Which department do you work for? ( )
- Hospital's size: ① clinic ② hospital ③ general hospital ④ other ( )

Thank you very much for completing the survey.