Employment of Business Ethics Typology to Measure Influence of Owner Support, Ethical Climate and Career Success on Job Satisfaction within Small Medium Enterprises in Indonesia

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Abstract

Organizational ethics influence the formation of a good environmental atmosphere for all members of the organization. The application of ethics in the organization will be able to increase employee job satisfaction. The purpose of this research is to investigate the relationship between organizational ethics and job satisfaction in small and medium enterprises(SMEs) in South Sulawesi. This study was analyzed using the multiple regression method by taking research objects from 350 SME actors in three districts, namely East Luwu, Bone, and Tana Toraja in South Sulawesi. This research is built from three ethical concepts on typology,namely the climate of egoistic ethics, the climate of kindness ethics, and the climate of principled ethics. The results of the study found that there was no effect of top management support for ethical behaviour on job satisfaction. Individual efforts in finding suitability with the work environment create space so that the relationship does not show significant value. Theethical climate with job satisfaction shows a significant and positive value, but the egoistic ethical climate gets the lowest score. Conversely, a climate of benevolence (kind), gives effect employee awareness which creates a sense of satisfaction. Ethics of company behaviour in career success has a significant and negative effect on job satisfaction. Career ethics that are valued or not appreciated, have the opposite effect on the level of job satisfaction. The researchimplies that the results of mapping ethical values and satisfaction can be in the form of a codeof ethics in business that reflects employees' ideas and organizational cultural values which canbe taught in Business Ethics courses at all levels of higher education.

Keywords: small medium enterprise; benevolent ethics; principled ethics; organizational justice; cognitive dissonance; owner support; ethical climate; career success; job satisfaction

1. Research Background

Over the last decade, research and literature on business ethics have experienced a significant increase. This is not surprising given how complex business ethics are in organizations and the importance of business ethics in the international arena. Business ethics situations are becoming increasingly complex, covering such matters as social expectations, fair competition, protection and legal rights, and social responsibility. Business ethics also has potential consequences for many parties, such as consumers, employees, business competitors, and the general public (Vitell & Davis 1990a; Çağlıyan, V. & Ajdarovska, Z., 2017). In the international arena, the rapid globalization of business is increasingly raising ethical questions in new and different environments (Viswesvaran et. al., 2017).

In general, business ethics research investigates the forms and foundations of moral judgments and standards and ethical behaviour in situations involving business decisions (Vitell & Davis 1990a). Most business ethics research is normative--dealing with the theoretical underpinnings of business ethics and models of ethical decision-making where empirical research forms, at present, predominate (Randall & Gibson 1990; Robertson 1993; Randall, Donna M. & Gibson, Annetta M. 1991; Tran, D.T., Gibson, A., Randall, D. et al., 2017; Huhtamäki, F. & Sundvik, D, 2022).

Currently, many empirical studies have been conducted to determine the determinants of ethical behaviour. The most widely investigated determinants in the personal field are quite diverse. These

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factors include religion, nationality, gender and age, education, work experience, personality, values and beliefs such as Machiavellianism, locus of control, ambiguity and role conflict. It also includes reference groups such as professional groups, central management, rewards, sanctions and so on, such as codes of conduct, types of ethical decisions and organizational factors.

Research related to the determinants of ethical behaviour is important because it can add to our knowledge about factors related to business ethics and ethical decision-making. Besides these antecedents, the consequences of business ethics and ethical decision-making are also areas of research that should not be neglected, especially research on the organizational results of business ethics. At the corporate level, we can gain much from studying the relationship between a company's ethical behaviour and its performance, for example, financial performance. At the individual level, consequences such as job satisfaction, stress, motivation, commitment or work performance can have a significant impact on the company. Although the research fields above are really useful, not much research has been directed there, especially in Indonesia.

In addition, more research on business ethics is carried out in developed countries (especially in western countries) where the research results cannot be applied to developing countries such as Asian countries. As Asian countries began to open their doors to foreign trade and investment, there has been a growing interest in business ethics research for this region (Zabid & A`lsagoff 1993; Cyriac & Dharmaraj 1994; Honerycutt et al. 1995; Visweswaran & Deshpande 1996 & 1998; Kang, J.H., Matusik, J.G. & Barclay, 2017). Thus, empirical research on organizational ethics in Indonesia is very important, because Indonesia is known as a

country in Asia that has a bad reputation regarding corrupt practices based on a poll held by Berlin-based Transparency International.

The purpose of this research is to investigate the relationship between organizational ethics and job satisfaction in small and medium enterprises or SMEs in South Sulawesi Province. This research serves to fill in the gaps that exist in the business ethics literature which is still lacking. In addition, job satisfaction is an important organizational concept that needs to be studied because it relates to employee motivation, performance, absenteeism rates and turnover intentions (e.g., Bullen & Flamholtz 1985; Saks & Blake 1997 Judge, T. A., et al. 2017). So it is important to investigate whether corporate leaders can create favorable organizational results through their role in organizational ethics.

2. Conceptual Review

Certain values and beliefs of an individual can influence the behaviour of everyday decision-making. Individuals and groups can influence each other related to values or beliefs collectively. The totality of these values forms the ethical climate of the group. The ethical climate can be viewed as the moral atmosphere of an organization characterized by shared perceptions of right and wrong, as well as assumptions about how moral issues should be handled as Cohen (1993) has observed; Newman A. et.al (2017); Pagliaro, S. et.al (2018); and Mojdehi et al. (2019).

The ethical climate of a company is not just a feeling or attitude, but a shared perception of group members based on their observations about how the organization perceives and resolves ethical dilemmas (Wimbush & Shepard, 1994; Lu & Lin, 2013; Taquette & Souza, 2022). Overall, a company's ethical climate helps to determine (1) the problems that organizational members perceive as ethical issues, and (2) what criteria they use to understand, weigh, and resolve these issues. That is why, to achieve strategic goals, the climate has a significant influence on company behaviour. In addition, the ethical climate can be an indicator of whether the policies implemented are not only aimed at the interests of owners and managers but also to protect the interests of all stakeholders (Ruppel & Harrington, 2000); Yasin, R. (2021).

Certain expectations and behaviors are influenced by day-to-day decision-making. Ethical behaviour is strongly related to an organizational climate that emphasizes morality and principles. Conversely, on the other hand, various actions that violate moral standards are caused by an unethical organizational climate. In addition, the personal well-being of organizational members is also related to the ethical climate of the organization. In various studies, it was also found that a stress reaction at work is strongly influenced by an ethical climate that is not in harmony with one's personal moral and ethical development. (Pagliaro et al., 2018.)

In building their conceptual thinking, Victor and Cullen (1988) define nine types of ethical climate based on ethical theory and locus of analysis. Ethical egoism, virtue, and principles are three theories that interact with three loci of analysis namely individual, local and cosmopolitan to form a matrix of nine types of ethical climate. Each of the nine climate types provides relevant information about perceptions that can influence organizational behaviour.

The first ethical theory is egoism. Specifically, egoism can be defined as a consideration of the needs and preferences of oneself, the organization, or the larger social system that is influenced by the desire for personal gain, self-defense, corporate advantage, strategic advantage, or increased efficiency (Victor & Cullen, 1988). Said Martin & Cullen (2006), "Egoism is related to self-interest behaviour and self-interest maximizing." In this climate, decisions will be taken by individuals based on what is best for themselves, regardless of the impact on others (Victor & Cullen; Barnett & Schubert, 2002). Egoism also shows individual behaviour based on seeking the highest pleasure and personal pain avoidance (Malloy & Agarwal, 2003). A selfish climate can lead individuals to make decisions in their self-interest with little concern for organizations, professional codes, or even laws (Barnett & Vaicys, 2000).

The second ethical theory is a virtue. A benevolent climate shows the behaviour of an individual who, in making decisions, is more concerned with outside his interests and considers the effects of his actions on others (Barnett & Schubert, 2002). This climate includes behaviour that gives greater pleasure or pain to direct work groups, companies, and society (Malloy & Agarwal, 2010). These behaviors are identified as virtues of friendship (individual), team interests (local), and social responsibility (cosmopolitan). A good climate will encourage others to consider the direct work group, all members of the organization, the organization's customers, and other stakeholders (Barnett & Vaicys, 2000).

The final ethical theory is known as a principle. Victor and Cullen (1988) describe this climate as being guided by principles that are influenced by self-ethics (individuals), company rules or procedures (local), and legal systems or professional standards (cosmopolitan). Decision-making is judged on absolute adherence to universal principles or morality, not on outcomes or consequences. (Barnett & Schubert, 2002.) Acceptance of behaviour, if they comply with these universal principles. Personal interest, on the other hand, is not an acceptable consideration (Barnett & Vaicys, 2000). In this climate, the application and interpretation of a rule or law become the dominant form of reasoning (Victor & Cullen, 2000).

The determination of certain ethical dimensions, in the three ethical theories, is analyzed with a certain locus of analysis. Locus of analysis is used in decision-making such as individuals, local, or cosmopolitan interests (Victor & Cullen, 1988; Martin & Cullen, 2006). Primary referral refers to the source from which the individual receives cues about what is considered ethically appropriate (Peterson, 2002). The locus of individual analysis and cosmopolitan references are different. The individual analysis reflects a hedonistic orientation, local can represent a direct workgroup, company, or individual community of significant others. Conversely, cosmopolitan references, transcend groups or companies (Malloy & Agarwal, 2003).

In the practitioner literature, there is anecdotal evidence that ethics are related to job satisfaction (Laabs, 1997; Kornfeld, 1999; Traynor, 1999). For this study, the relationship between organizational ethics and job satisfaction is explained by the theory of organizational justice and the theory of cognitive dissonance (reasoning discrepancy). We summarize the important points below (see also Viswesvaran et al., 1998).

2.1. Organizational Justice Theory

According to Hartman et al. (1999), the concept of organizational justice is important for understanding various kinds of attitudes and human behaviour in organizations. The rationale is that employees' perceptions influence their work attitudes and organizational results. Leigh et al. (1988) concluded that employee job satisfaction is more influenced by the wider organizational environment, not only by the employee's particular role.

According to Dailey & Kirk (1992), perceptions of organizational justice influence work attitudes such as job satisfaction and turnover intention. Organizational justice is often separated into two components, namely (1) distributive justice which refers to the fairness of managerial decisions about the distribution of results such as salaries and promotions, and (2) procedural justice which focuses based on managerial decision-making. Dailey & Kirk (1992) found that employees' perceptions of distributive and procedural fairness play an important role in job satisfaction. However, Sweeney & McFarlin (1993) and Hartman et al. (1999) found that distributive justice can predict job satisfaction better than procedural justice.

2.2. Cognitive Dissonance Theory

According to cognitive dissonance theory (Festinger, 1942), individuals seek to minimize discrepancies/discrepancies in their environment. Similar concepts are put forward in, among others, the theory of balance (Heider 1958), the principle of congruity/harmony (Osgood & Tannenbaum,

1955) and the theory of discrepancy/incompatibility (Michalos, 1991). Empirical evidence has proven the operationalization of cognitive dissonance theory in finance (Goetzmann & Peles 1997) and marketing (Gerald et al., 1998). In short, continuous dissonance will lead to disappointment and dissatisfaction with the situation (Viswesvaran et al., 1998). Employees want consistency between their ethical value system and the company's ethical climate (Schwepker 1999). Suppose employees try to behave ethically, dissonance will arise when these employees lack top management support for ethical behaviour, because of an unfavorable ethical climate within their organization, and/or there is no relationship between ethical behaviour and career success. This dissonance will reduce employee job satisfaction.

3. Hypothesis Formulation and Testing

Based on the previous review, we propose a null hypothesis (H0) to test the effect of an organizational egoistic ethical climate on employee job satisfaction:
Hypothesis 1: Owner support of the organization has no significant effect on the job Satisfaction.
Hypothesis 2: A good organizational ethical climate has no significant effect on jobs Satisfaction.
Hypothesis 3: Principled carrier success has no significant effect on jobs Satisfaction.

Research methods and research design was carried out in the form of a survey using an explanatory approach. The research population is the owners, managers and workers of MSME businesses in various business segments (manufacturing, trading and services) in South Sulawesi. The total population of MSMEs in South Sulawesi is 1,565,134 (Sulsel Diskop & UKM, 2022). This study will only focus on Small and Medium Enterprises (SMEs). Thus, micro-businesses or what is usually referred to as micro-small-medium enterprises (MSME) are ignored in the research. The total population of SMEs in the 3 study areas, namely Gowa Regency, 3,945 businesses, Wajo Regency, 2,868 businesses, Tana Toraja Regency, 187 businesses, so the total SME business population is 7,000 businesses.

The determination of the sample of research informants was carried out by non- probability sampling, with a purposive sampling method of business owners, managers and workers with the following characteristics (a) owners or permanent employees of the company; (b) have worked for a minimum of three years in the company; and (c) freelancer but consistently working at the company for at least one year. Based on a population of 7,000 SME businesses, with an error rate set at 5%, the planned sample size is 350 people. In the process of data processing, the statistical model used to analyze perceptual data is multiple regression (multivariate analysis).

4. Results

The results of the regression analysis of the influence of top management (owner) support, ethical climate and career success on-the-job satisfaction of SME employees in South Sulawesi are shown in the following table:

Table 1: Influence of top management (owner) support, ethical climate and career success on job satisfaction (t-test)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	69.719	3.424			20.362	.000
	Owner Support	.074	.137	.029		.542	.588
	Ethical Climate	.142	.068	.111		2.074	.039
	Career Success	-.358	.089	-.214		-4.026	.000

a. Dependent Variable: Job Satisfaction

The table above shows that the relationship between top management (owner) support and job satisfaction has an influence coefficient of 0.074 with a sig value of 0.588 > 0.05. This indicates that the top management (owner) support variable has no significant effect on job satisfaction. So the first hypothesis which says that top management support for ethical behaviour has no significant effect on job satisfaction is accepted (H0 is accepted).

The relationship between ethical climate and job satisfaction has a coefficient of influence of 0.142 with a sig value of 0.039 <0.05. This shows that the ethical climate variable significantly influences job satisfaction. So the second hypothesis which says that the ethical climate has no significant effect on job satisfaction is rejected (H0 is rejected; H1 is accepted.). The relationship between career success and job satisfaction has a coefficient of influence of -0.358 with a sig value of 0.000 <0.05. This shows that career success significantly influences job satisfaction. So the third hypothesis which says that career success has no significant effect on job satisfaction is rejected (H0 is rejected; H1 is accepted).

5. Discussion and Conclusion

5.1. The relationship between top management support for ethical behaviour and job satisfaction

Regression analysis shows that there is no effect of top management support for ethical behaviour on job satisfaction. This relationship provides new information about organizational behaviour. The organizational principle whereby top management has recognized authority and employees are expected to carry out top management's orders, even if those orders contradict their stance (Trevino, 1986). Managerial practice in the application of corporate ethical climate determines the ethical relationship (Parboteeah et al., 2010) state that there is a relationship between managerial practice and organizational ethics. Top management support in applying ethical values is needed, especially in terms of strictness and ethical standards.

Justice theory provides an indication of management in support of ethical behaviour seen as fair management of employees. Ceteris paribus will result in a higher level of employee job satisfaction. Vitell & Davis (1990b) found evidence of a relationship between top management's support for ethical behaviour and job satisfaction. Research by Viswesvaran et al. (1998) on managers in India did not show this relationship. Management is considered the first predictor of job satisfaction (Amzat and Idris, 2012).

5.2. Relationship Between Organizational Ethical Climate and Job Satisfaction

The results of the regression analysis obtained the effect of ethical climate on job satisfaction. This relationship has a positive sign indicating that the application of a good ethical climate will result in good job satisfaction as well. Deshpande (1996) found that organizations can affect their employees' job satisfaction by manipulating their ethical climate. Equity theory states that employees who feel that their company is more concerned with the interests of the company at the expense of employee interests and ethical values will feel that their fundamental values and personal rights have been violated. For employees who get personal satisfaction by behaving ethically, dissonance will arise if organizational norms require employees to put aside their ethical values to fulfill organizational goals. This will also reduce the level of job satisfaction and vice versa.

5.3. The Relationship Between Ethical Behavior and Career Success on Job Satisfaction

The ethical behaviour of the company in career success has a significant influence on job satisfaction. This relationship has a negative sign indicating an opposite relationship. This shows that job satisfaction will show the opposite when someone has valued success in a work career. Based on the results of the comparison of the mean values of the research variables, which provides information that a high career success score (see the Wajo district score) indicates a lower job satisfaction score. Organizations that recognize and value values that are consistent with the intrinsic values of employees, employees will experience high job satisfaction. Cognitive dissonance theory states that the opposite also happens for companies that support unethical behaviour. Likewise, from the standpoint of equity theory, ethical employees who are not valued or supported because they do not want to put aside their ethical values will experience frustration that reduces job satisfaction.

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