

Extended Abstract

The Effects of Perceived Organizational Ethics on Innovative Work Behavior: Self Efficacy's Moderating and Mediating Role*

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Abstract

The main goal of this study is to reveal the moderating role self-efficacy has over the effect of perceived organizational ethics on innovative work behaviors, which help organizations to create a competitive advantage and survive. In order to measure variables in the model, the Perceived Ethical Climate Measure, the Innovative Work Behavior Scale, and the self-efficacy dimension from the Psychological Capital Questionnaire have been used. The questionnaires were applied to 160 employees in an important port in Turkey, considered to be a main organization of the logistics industry in which innovation is considered significant. As a result of confirmatory factor and internal consistency analyses, the scales have been found valid and reliable. ANOVA results show captains' innovative work behaviors to be lower than other employees and employees in the gate department to have lower perceptions of organizational ethics than other departments. According to the correlational analysis, a positive relationship exists between perceived organizational ethics, self-efficacy, and innovative work behavior. Furthermore, the analysis shows perceived organizational ethics and self-efficacy to positively affect innovative work behavior. In addition, perceived organizational ethics has been determined to positively influence innovative work behavior when self-efficacy is high and to not affect innovative work behavior when it is low.

Keywords

Perceived organizational ethics • Innovative work behavior • Self efficacy • Port management • Moderating effect • Mediating effect

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The main goal of this study is to reveal the moderating role of self-efficacy over the effect of perceived organizational ethics on innovative work behavior, which helps organizations create a competitive advantage and survive.

Perceptions of Organizational Ethics

The concept of ethics is based on the word *etos*, which means custom in Greek and is derived from the word *ethique* in French (Köksal, 2016). In today's world, ethics can be expressed as a philosophy for examining what constitutes a moral and virtuous life and questioning what is the main goal of being human and what is good or bad (Uzun, 2007, p. 12).

The concept of values is addressed individually and socially (Doğan, 2007). Values can be described as the standards that affect decisions towards properness, prevent people from having to confront problems, and help them solve the problems they face (Arıcan, 2016, p. 19).

Ethics is a phenomenon that morally portrays well-being, which affects people's lives and behaviors (Çevikbaş, 2006, p. 267). Organizational ethics include employee values of employees related what is right or wrong to them (Meydan, Köksal, & Kara, 2016, p. 146). Perceived organizational ethics is employees' beliefs on approved and unapproved practices within the organization (Trevino, 1990). These perceptions are thought to result in behaviors within the framework of group-approved organizational ethics for obtaining approval from the employee's group and not being excluded (Peterson, 2002). Ethics and behaviors have been found to provide positive outputs at both the individual and organizational level by meaningfully and positively affecting employees' motivation, job satisfaction (Sökmen & Ekmekçioğlu, 2013), and organizational identification (Sökmen, Ekmekçioğlu, & Çelik, 2015).

The Relationship between Innovative Work Behavior and Ethics

According to Janssen (2000) and Scott and Bruce (1994), innovative work behavior consists of four interrelated groups of activities: recognizing the problem, producing ideas, promoting activities, and realizing them. The first two of these activities cover business behaviors for creativity, while the last two sets of behaviors represent practice-oriented behaviors, which includes introducing new ideas.

Ethics, along with other factors, is also influences innovative work behavior. For example, many studies (Akkoç, 2012; Çavus & Biçer, 2016; Topçu, GURSOY, & GURSON, 2015; Yeşil, Mavi, & Ceyhan, 2017) have suggested ethical climate to positively influence innovative work behavior. In addition, studies exist that suggest ethical leadership to positively impact innovative work behavior (Yidong & Xinxin, 2013; Zahra & Waheed, 2017).

Ethical approaches make employees feel more confident talking about promoting their ideas (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). In this context, having a leader with ethics and establishing an environment of ethics in the organization is thought to increase the possibility of individuals feeling more confident psychologically talking about new ideas that challenge the status quo and sharing their knowledge with colleagues (Janssen, 2000, 2003).

The following hypothesis has been established in consideration of employee ethics' positive effects on employees' innovative work behaviors in all these frameworks.

Hypothesis 1. Employees' perceptions of organizational ethics positively affect innovative work behaviors.

The Moderating and Mediating Effects of Self-Efficacy

According to social cognitive theory, presented by Albert Bandura in the 1960s, individual behavior is not passive. Therefore, behaviors, individuals, and environments are in constant interaction, and these behaviors have consequences on future behavior. Self-efficacy within this framework constitutes an important part of people's behavior and motivation. Bandura (1995) defined the concept of self-efficacy as believing in one's own plan and practicing the necessary procedures to manage existing situations.

People with high self-efficacy are expected to exhibit challenging and risky behaviors such as innovative work behaviors and organizational ethics without the need for environmental stimuli, while individuals with lower self-efficacy need more motivation from their environment. Therefore, the second and third hypotheses have been established based on the assumption of self-efficacy's role between perceived organizational ethics and innovative work behavior.

Hypothesis 2. Self-efficacy has a moderating role between employees' perceived organizational ethics and innovative work behaviors.

Hypothesis 3. Self-efficacy has a mediating role between employees' perceived organizational ethics and innovative work behaviors.

The research model prepared according to the conceptual framework is presented in Figure 1.

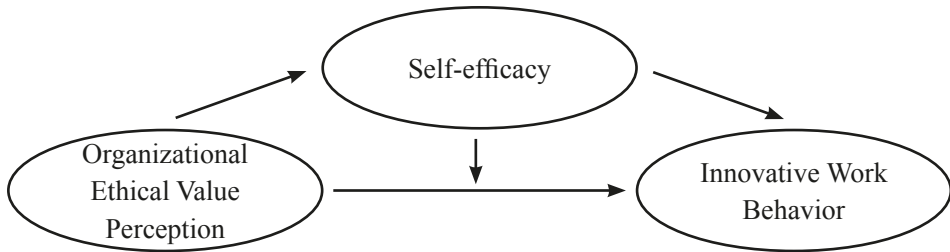


Figure 1. Research model.

Method

Participants

The universe of the study consists of employees in an international port organization in Turkey that is considered important logistically. The sample consists of 160 employees.

The majority of the participants are males (92.5%). The units they work in are Atelier (19.4%), Documentation (14.4%), Gate (10%), IT (10.6%), Marine (21.3%), and Operations (24.4%). Their roles are as follows: Responsible (26.3%) Captain (15.0%) Official (25.6%), Operator (12.5%), Technician (20.6%).

Scales

Three scales have been used in the questionnaire along with the demographics form. In order to measure perceived organizational ethics the five-item scale has been used, which Jung, Namkung, and Yoon (2000) adapted from the Corporate Ethics Scale by Victor and Cullen (1987) and Hunt, Wood, and Chonko, (1989). The internal consistency of the scale was calculated as 0.714. In order to measure self-efficacy, the dimension of qualification (6-items) from the Psychological Capital Scale (Luthans, Avolio, & Avey 2007) has been used. The internal consistency for this is found to be 0.729. In order to measure innovative work behavior, the six-item Innovative Work Behavior scale, developed by Scott and Bruce (1994), has been used. The internal consistency for this scale is calculated as 0.706.

Findings

The relationships of the independent, dependent, and regulatory variables are presented in Table 1.

Table 1

Relationship between Variables

Variables	Mean	SD	POE	SE	IWB
Perceived Organizational Ethics (POE)	4.15	.62	(.71)		
Self-efficacy (SE)	3.87	.63	.326**	(.72)	
Innovative Work Behavior (IWB)	4.09	.57	.317**	.583**	(.70)

* $p < .05$, ** $p < .01$ (Parentheses denote the value for Cronbach's alpha of internal consistency).

When examining Table 1, employees can be considered to have high levels of innovative work behaviors and self-efficacy and to perceive the organization as an ethical place. When examining the relationships between variables, the relationship of perceived organizational ethics with self-efficacy ($r = 0.326, p < .01$) and with innovative work behavior ($r = 0.317, p < .01$) is found to be lower than the relationship of self-efficacy ($r = 0.583, p < .01$) with innovative work behavior. However, the relationships between all variables have been found significant and positive.

The regulatory role of self-efficacy over the effect of perceived organizational ethics on innovative work behavior has been analyzed with hierarchical regression analysis and the PROCESS method developed by Hayes (2012; 2013) for the program, SPSS.

Analysis results show perceived organizational ethics to be a meaningful and positive predictor of innovative work behavior ($\beta = .315, t = 7.320, p < .01$). In light of this finding, Hypothesis 1 (Employees' perceived organizational ethics positively affect innovative work behaviors) is supported. The interactional variable (Self-Efficacy Perceived Organizational Ethics) predicts innovative work behavior ($\beta = .127, t = 2.729, p < .01$) in a meaningful and positive way; this interaction is responsible for 2.93% of the increase and is significant ($F = 7.450, p < .01$). Namely, self-efficacy accounts for an additional variance of 2.93%, which is influenced by innovative work behavior through perceived organizational ethics. This result implies support for Hypothesis 2 (Self-efficacy has a regulatory role between an employee's perceived organizational ethics and innovative work behaviors). In addition, the regression analysis results have revealed self-efficacy's mediating effect.

Results and Discussions

In the context of the literature survey, innovative work behavior has been examined in recent years, has become an important issue in the field of management, and has a significant effect on companies' ethical issues and technological developments. The regulating role of self-efficacy has been investigated over the impact of perceived organizational ethics on innovative work behavior.

According to the results of the correlational and regression analyses made on the research model, perceived organizational ethics positively affects innovative work behavior. Again, this result is in accordance with previous studies (Akkoç, 2012; Cavus & Bicer, 2016; Topcu, GURSOY, & GURSON, 2015; Yeşil, Mavi, & Ceyhan, 2017; Yidong & Xinxin, 2013; Zahra & Waheed, 2017).

In the study, self-efficacy appears to significantly and positively affect innovative work behavior. This result resembles those of previous studies (Basım, Korkmazıyürek, & Tokat, 2008; Çetin, 2011; Ebrahimpour, Ajirloo, & Momeni, 2014; Hsiao, Chang, Tu, & Chen, 2011; Özkan, 2017).

In addition, regression analysis has shown the regulatory effect of self-efficacy over the effect of perceived organizational ethics on innovative work behavior. However, although unexpected, the regulatory effect has been found meaningful and positive when self-efficacy is high and ineffective when self-efficacy is low.

This study suggests employees with high self-efficacy to perceive higher organizational ethics and to display innovative work behaviors. The importance of increased self-efficacy on positive results has also been highlighted in this study. Thus, the importance of hiring employees with high self-efficacy and of improving self-efficacy levels using the organization's human resources has once again been highlighted with this study.

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