Organizational Ethics and Employee Satisfaction: A Cultural Perspective

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This research examines the relationship between Top management support for ethical behavior, ethical climate, moral awareness, and employee job satisfaction. A total of 200 employees in eight organizations were surveyed using a quantitative method. The results indicated a significant relationship between job satisfaction and top management support for ethical behavior. There is a significant relationship between job satisfaction and the association between ethical behavior and career success. Ethical climate partially mediates the relationship between top management support for ethical behavior and job satisfaction, while moral awareness moderates the relation between ethical climate and job satisfaction. The research discussed implications and recommended future research.

Keywords: organizational ethics, job satisfaction, ethical climate, moral awareness, Arab culture

INTRODUCTION

Ethical business practices can have several purposes. First, they make it easier for managers to follow laws and regulations. Second, reasonable ethical policies create trust and reliability for suppliers and creditors responsible for running a business. Third, employees' satisfaction and willingness to work are the key to organizational goals. Unfortunately, one can see how organizational ethics are becoming harder to determine and resolve, especially when it revolves around societal expectations, fair competition, legal protection and rights, and social responsibilities (Koh & Boo, 2001).

On the other hand, international sales are expected to generate much profit for many organizations. However, (Singhapakdi 1 999) explains that expanding to other foreign markets will not necessarily create more profits but may create other challenges for the organization that they may not face in their original country. For example, different cultures communicate differently within an organization. However, (Sims, 2006) noticed that few studies have focused on ethics across different cultures. For example, (Burns and Brady, 1996), in empirical research, consistently discovered true differences in ethical perceptions of business students in the GCC region compared to their counterparts in the USA. The GCC countries are Saudi Arabia, Qatar, Kuwait, Bahrain, Oman, Jordan, Yemen, and United Arab Emirates. As GCC countries gradually welcome more foreign trade and investment, more people are interested in researching organizational ethics in the area (Koh& Boo, 2001). (Abbas J.A, 2008) researched the economic and cultural conditions that caused the rising appearance of work ethics and the centrality of trade in Islamic culture. Islamic work ethics has economic as well as moral and social dimensions (Shakil, 2011). Many researchers about business ethics have tried to explain this phenomenon in (advanced) Western countries (Koh& Boo, 2001). Yet, this predominantly Muslim area amplifies cultural differences that lead to divergence in ethical attitudes. Hence most of these research results would not comply with the GCC

region's Arabic culture. This could have certain impacts on business ethics. For example, when practicing Muslims invest their money, they believe it is their religious responsibility to ensure that what they invest is good and moral.

For this reason, Islamic investing includes serious consideration of the business to be invested in, its policies, its products, the services it provides, and its impact on society and the environment (Chintaman, 2014). According to (Sidani and Thornberry, 2010), the Islamic work ethic is founded on four primary concepts: effort, competition, transparency, and morally responsible conduct. Sidani and Thornberry suggest that the four pillars would collectively inspire confidence in the business setting, reinforce social contract and ethical understanding, and motivate market actors to focus on meeting their primary business responsibilities (Sidani and Thornberry, 2010). Hence, employees ought to have faith and commitment to each other's good intentions and adequately perform their responsibility in the workplace (Sidani and Thornberry, 2010). These dominant values in society: generosity, honor, cohesiveness, and self-respect are of great importance to all Arab workers (Sidani and Thornberry, 2010). Arab workers emphasize authority and personal relationships in the workplace (Sidani and Thornberry, 2010).

While keeping the general perspectives mentioned above in mind, this research examines the relationship between organizational ethics and job satisfaction among employees in Arabic culture. From a theoretical respective, the current research will contribute towards building on justice and cognitive dissonance theory which explains the link between job satisfaction and organizational ethics, and combine it with a cultural perspective to find out how the senior management in an Arabic culture plays a role in the ethical climate. From a practical perspective, it is useful to look into how senior managers can generate positive organizational outcomes through their role in business ethics. They might also influence the connection between ethical behavior and career success, leading to higher job satisfaction. The research will also recommend methods to advance organizational ethics, enhancing employee satisfaction and performance.

Job Satisfaction and Its Antecedents

In this research, organizational ethics is comprised of the following *independent variables:* 1) top management support for ethical behavior, 2) ethical atmosphere/climate in the organization, 3) the associations between ethical behavior and career success, and 4) moral awareness; whereas the *dependent variable* is employee job satisfaction.

Job Satisfaction as the Dependent Variable

According to (Kaliski, 2007), job satisfaction is a worker's sense of achievement and success on the job. It is generally believed to be directly linked to productivity and the employees' well-being. Job satisfaction means the employee is performing a task they enjoy, doing it well, and being rewarded for their efforts (Kaliski, 2007).

Job satisfaction has been a key concept in organizational studies. (Spector, 1997) named three significant features of job satisfaction. First, human value should be the guide. Such organizations will be focused on treating workers fairly and with respect. That way, keeping track of employees' job satisfaction may also serve as a good indicator of employee productivity. Employees' satisfaction with their job environment and performance greatly measures their positive emotional and mental state. Second, organizations' business functions and activities are highly affected by the job satisfaction their employees experience at work. In other words, job satisfaction will result in positive behavior and vice versa. Dissatisfaction with the work will result in negative behavior of employees. Third, job satisfaction can also show how well organizational activities influence the employees' behavior. (Robbins, 2005) cites that the Wyatt Company's 1989 National Work America study lists the different aspects of job satisfaction, which include working conditions, communication, job performance, and performance review, coworkers, supervision, company management, pay, benefits, career development and training, job contentment, and company image. Several prior research investigated the impact of these dimensions on job satisfaction. However, little is known about the impact of the ethical aspect. The current research focuses on social relationships, working conditions, and their relation to job satisfaction in Arabic culture; more specifically,

it introduces the power of business ethics and how businesses can be impacted by ethical leadership (Shin, 2011).

Top Management Support for Ethical Behavior

Ethical leadership is "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 et al. 2005, p. 120). The large involvement of many non-western countries in the cross-cultural study of business ethics sparked the interest (Honeycutt, 1995) to conduct research exploring the ethical similarities and differences, in addition to other job-related constructs among 160 Taiwanese and 91 U.S. sales personnel. These sales personnel worked in a very competitive industry of Automobiles. Interestingly, the research found that the industry's ethical perception hurts the employees' job satisfaction levels of Taiwanese employees and American participants. However, the research findings may show that if ethical standards are low, the employee demands the industry leaders' higher ethical standards. Although many experts concluded that leaders in the industry have an important role in forming the ethical environment of their firms (Grojean, 2004; Mulki, 2008), there was still no empirical proof that a company's CEO's ethical leadership directly affects the ethical climate or employee job satisfaction. CEOs or top management strongly affect organizational and employee outcomes by articulating and communicating a vision and shaping an organizational culture (Vera and Crossan, 2004). It is critical to examine how senior management ethical leadership relates to the ethical climate of their firm in a particular culture.

Ethical Climate

An ethical climate is an organizational climate in which ethical content is personified in organizational policies and regulations and employees' behaviors and awareness (Cullen & Victor 1988 as cited in Beeri, 2013). The ethical climate characterizes employees' perceptions of work procedures and organizational processes with ethical content (Beeri et al., 2013). The ethical climate is a facet of organizational culture – an outline of shared values, norms, and notions that an organization's members hold about their work environment and how things are done (Beeri et al., 2013). (Victor and Cullen, 1988) The ethical climate matrix includes three bases of moral judgment and nine ethical criteria that help guide firms in decision-making. For this research, the three moral judgment foundations of Egoism, Benevolence, and Principled were considered. Egoism can be defined as the behavioral tendency where an individual is self-interested in seeking pleasure and escaping pain. Benevolence/utilitarianism deals with concerns to satisfy the interests of as many people as possible. Principled climates relate to the internalization of universal standards and beliefs by the members of an organization.

Moral Awareness

Moral awareness can be measured as the degree to which an individual reads into the aspects of a situation that may have a moral wrong or harm to individuals, classes of people, or other entities regardless of human or non-human, living or reifications (VanSandt, 2006). The main dissimilarity between (VanSandt's 2006) definition and some others is the notion of "degree." But as (Blum, 1991; 1994) points out, moral awareness is a more complicated state than its definition. Blum was one of the few and very first researchers interested in the process and state of moral perception. Blum's research studies the three aspects of complete moral awareness to illustrate this idea further. The first aspect is the primary recognition of the moral component of a situation, simply recognizing that a moral "problem" could exist. The second aspect is to fully understand the moral issue present in that situation to all parties included. And the third aspect of full moral perception involves the party's ability to understand and analyze the different situations to identify which moral issues should be addressed. (Gioia, 1992) highlights how policies by organizations put restraints on the individuals' emotional process.

Similarly, the frame and setting of a problem play the main role in the problem-solving process (VanSandt, 2006). Moral exclusion occurs "when individuals or groups are perceived as outside the boundary in which moral values, rules, and considerations of fairness apply" (VanSandt et al., 2006).

(Blum, 1991; 1994) explains how salience, sympathy, and construal are the critical components of measuring moral awareness. However, in moral awareness, one should emphasize the ability to identify possible harm to others. The other major component of the definition of moral awareness is situational, which refers to the ability to see elements of a situation as morally significant. Since these elements may be very different scenarios, creating a generalized understanding of this part of the definition is challenging. Moral awareness is critical in identifying moral behavior (Rest 1994). Most managers use their ethical values to judge and decide on moral issues (Brigley, 1995). Understanding and testing the relationship between moral awareness, ethical work climate, and their influence on job satisfaction is necessary.

The Association Between Ethical Climate and Career Success

The Ethical Decision/Action Process (EDAP) that Wotruba developed in 1990 identified the two main factors influencing employees' behavior. These factors include psychological (e.g., empathy, personal values) and cultural (tradition, belief). (Wotruba, 1990) then explains how these two factors mentioned above can impact the decision-maker. Meanwhile, Martin (Cullen, 2006) disclosed that other factors, such as emotional intelligence, ethical behavior of coworkers, and a caring climate, significantly correlate with how employees approach moral issues.

A successful career is the positive psychological achievement the individual receives due to work experiences (Seibert, 1999). Based on past research (Seibert, 1999), career achievement indicators can be reflected in the form of observable rewards (extrinsic), such as pay increases or promotions, or the individual's perception of satisfaction with the job and career progress (intrinsic).

Cultural Perspective

As mentioned earlier, culture may play a role in the relationship between the independent variables and employees' job satisfaction. Social axioms are generalized beliefs about oneself, the social and physical environment, or the spiritual world. They assert the relationship between two entities or concepts (Leung and Bond, 2004). (Leung and Bond, 2004) discovered the dimensions of social axioms that are identifiable at the cultural level and compared these cultural-level dimensions of social axioms with culture-level dimensions of values to evaluate their degree of overlap. (Leung and Bond, 2004) have concluded that there is only modest overlap between the dimensions of values and axioms at the individual level of analysis.

Moreover, modern organizations today focus on how their employees encounter the job and the demands of communication management (Krayer and Westbrook, 1986). Communication is crucial in determining the individuals' job satisfaction level and happiness. Whether it is communication over-load or under-load, when an employee does not receive enough information about a certain task or is unsuccessful in processing these inputs, they will experience dissatisfaction, aggravation, and annoyance with their work. For the Arabs, language can be a barrier to direct and clear communication. Words impress, deflect intentions, disarm interlocutors, and sometimes confuse listeners (Nisan, 2014). The cultural subtext in discussions and negotiations with Arabs is often garnished in polite commitments and written agreements (Nisan, 2014). Arab managers have a strong concern for their interpersonal relationships. In Western nations, concern for interpersonal relationships is often understood as a preference for informal relations rather than for following prescribed rules and procedures (Smith, 2007). However, Arab nations have a higher percentage of collectivism and a power gap. We may expect concern for interpersonal relations to be expressed differently depending on the more differentiated nature of role relationships (Smith, 2007), i.e., it can sometimes scarify prescribed procedures. They also advise using an organizational measure of satisfaction to see if e the ethical work climate influences the individuals' job satisfaction. (Lewis, 2007) highlighted the significance of continuing the profession's trustworthiness and proposed that one needed to intrude on a major cultural shift within the profession to attain this goal.

## CONCEPTUAL DEVELOPMENT: ORGANIZATIONAL ETHICS AND JOB SATISFACTION

According to (Koh and Boo, 2001), the connection between organizational ethics and job satisfaction can be explained by organizational justice theory (Rawls, 1971) and cognitive dissonance theory (Festinger,

1957). The concept of organizational justice deals with a wide range of human attitudes and behaviors in different organizations. Organizational justice can be categorized into two components: (1) distributive justice deals with managerial decisions, where the distribution of pay and promotions takes place, and (2) procedural justice, which addresses how such managerial decisions are made. (Dailey and Kirk's, 1992) research showed how employees believe that distributive and procedural justice influence their perception of job satisfaction. (Hartman, 1999) found that distributive justice has a higher impact on job satisfaction than procedural justice. Conceptually, (Lind, 1992) fairness heuristic explains that the perceptions of fairness in one area can impact the perceptions of fairness in other areas. This, in turn, is likely to enhance employee job satisfaction. Hence, organizational ethics and job satisfaction are expected to be positively linked. From (Gordon's 2007) viewpoint, ethical leadership is described by personal integrity, respect for others, and the proficient and apt use of business resources. (Gordon, 2007) mentions in his article that all employees, clienteles, and service providers must be treated with dignity; he also contended that ethical leadership implicates identifying employees' expertise and not enlisting people in conditions where they are unable to cope with their responsibilities and temptations.

Based on the Cognitive Dissonance Theory, which Festinger first introduced in 1957, individuals aim to keep dissonance at a minimum level in their work environment. This leads to the idea that any inconsistency between the individual's internal ethical beliefs and the moral management code will result in moral conflict and cognitive dissonance (Festinger, 1957). In research (Cavanagh, 2012), the researchers sought to understand the links between nurses' job satisfaction in the nursing profession, organizational citizenship behavior (OCB), and their perceptions of the values supported by the organization. Previous research suggested that job satisfaction depends on each individual and their expectations of the organization and the job (Cavanagh, 2012). Based on the above, if employees perceive strong top management support for ethical behavior, a favorable ethical climate, and a strong association between ethical behavior and career success, they are also likely to have higher job satisfaction.

Based on this conceptual development, the research framework can be represented in Figure 1. In particular, organizational ethics comprises top management support for ethical behavior, the ethical climate in the organization, the association between ethical behavior and career success, and moral awareness. The dependent variable, Job satisfaction, can be measured in terms of the following five dimensions: 1) pay, 2) promotion, 3) coworkers, 4) supervision, and 5) work itself.

FIGURE 1
RESEARCH FRAMEWORK
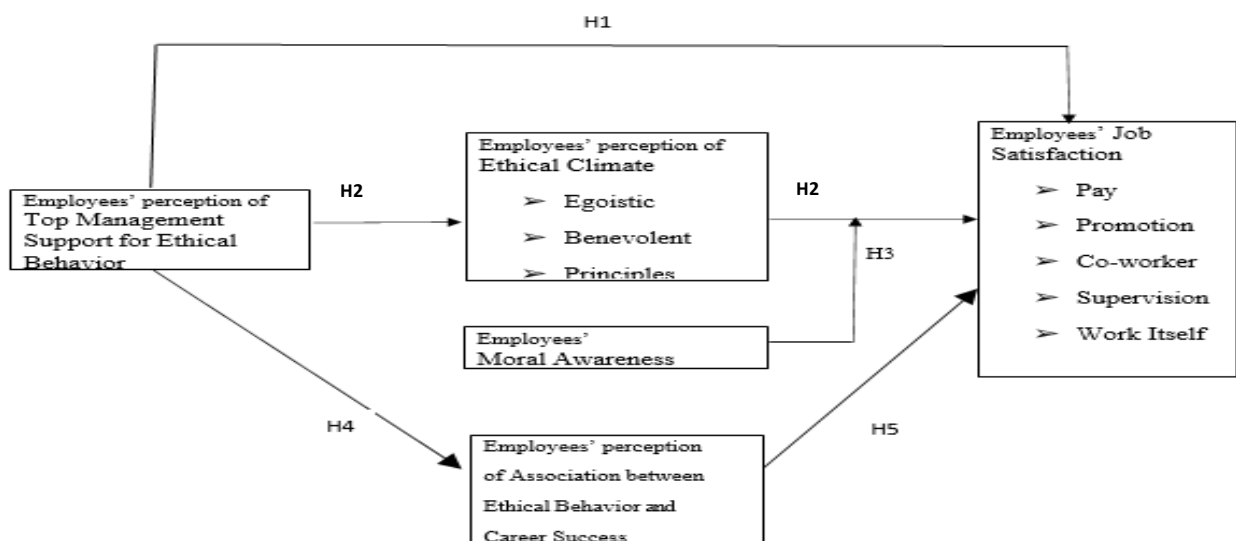
Research Hypotheses

Top Management Support for Ethical Behavior

(Viswesvaran, 1998) hypothesis results show that the impact of ethics is most evident on the job satisfaction dimension of supervision. From the justice theory point of view, top management that supports ethical behavior is perceived to be fair to employees (Rawls, 1971). This will then result in a higher level of employee job satisfaction. However, (Greenberg, 2001) emphasizes that each person has a different definition of justice and each culture has a different viewpoint of justice. For example, individuals who see that their ideas and opinions are heard and valued by others will see group decisions as fair and reasonable because they consider themselves respected members of this group. However, in Arabic culture, characterized by high power distance, individuals might not seek to actively participate in an organization's endeavors because they generally accept the decisions of authority and do not want to challenge such authority.

To support an ethical work environment, most importantly, top management should not put their executives under large amounts of pressure to achieve goals that are not realistic and possible without practicing unethical behaviors. For example, research by (Ponnu, 2008) on the ethical orientation of Middle and Far East regions' middle managers found that corporate gifting is not acceptable to many middle managers and the general public of this region because it evokes questions of bribery and ethics. However, they still pursue such a practice in most cases because top management requires it. In this example, management faces different issues, including the moral stress between the bottom line and the public interest. Businesses tend to struggle to decide which is more important: The harm caused to the community by redundancies or the increasing economy and efficiency in one's own business (Brigley, 1995). If an organization's employees perceive their employers as ethical, that will result in high job satisfaction reporting and low turnover intentions (Pettijohn, 2007).

Multiple researchers have shown that top management needs to have a strong stand on ethical behavior to increase employees' job satisfaction, e.g. (Vitell and Davis, 1990). However, the research results by (Viswesvaran, Deshpande, and Joseph, 1998) on Indian managers show that the correlation was insignificant. (Koh and Boo, 2001) suggest that the differences between the Indian and American managers and their cultures resulted in different outcomes. It's a possible approach to the decisions made by top management, regardless of whether it is ethical or not, more passively than American managers. However, (Koh and Boo, 2001) also suggest that managers in Singapore support the results found among American managers. Although Singapore is a part of the Asian continent like India and the GCC region, the results seem slightly different. As a result, managers from different national cultures respond differently to management and organizational ethical behavior. Most of the research has taken place in western countries and demonstrated different ethical attitudes because of (Sims, 2006); as a result, other research findings would not necessarily apply to the Asian case model (Miller, 2007). Therefore, it is uncertain that the findings from western and Singapore research will apply to the GCC region. Thus, a hypothesis is proposed to test whether top management support for ethical behavior has an impact on the job satisfaction of GCC region managers:

H1: *Top management support for ethical behavior directly affects overall job satisfaction in the GCC region.*

Ethical Climate in the Organization

Any conflict that occurs further applies to situations where the personal ethics of an employee do not comply with the organization's business ethics, in addition to the behavioral expectations and norms of the organization (Schneider, 1995). This conflict will result in the employee being unsatisfied with his job. (Jaramillo, 2006) explains how an ethical climate has both direct (e.g., role stress, job performance) and indirect effects (e.g., role conflict and role ambiguity) on measuring the employees' level of job satisfaction. Another recent research by (Martin and Cullen, 2006) concluded that significant associations exist between perceived caring and principled climate types and job satisfaction. Researchers propose that ethical climate

perceptions influence various facets of job satisfaction. This construct is studied in various contexts, with employees in various industries (e.g., Armstrong et al., 1999; Okpara, 2004) but not in the Arabic culture.

The linkage between CEO ethical leadership and organizational ethical climate has rarely been empirically tested. One exception is a recent study conducted in South Korea that found that the CEOs' self-rated ethical leadership was positively associated with employees' aggregated perceptions of the ethical climate of the firm (Shin, 2012). On the other hand, a study that included several large non-profit organization managers in the U.S. (Deshpande, 1996) shows that by manipulating an organization's ethical climate, job satisfaction levels could be influenced. Investigating the relationship between a CEO or senior management's ethical leadership and climate may be a meaningful endeavor (Schminke, 2005) since CEOs establish ethical norms and lead the firms' ethical practices and activities. Based on the above, the following hypothesis will be tested.

H2: Ethical climate in the organization mediate the effects of top management support for ethical behavior on job satisfaction in the GCC region.

Moral Awareness

Research cannot deny the relationship between social and organizational factors' strong impact on moral awareness. However, little research has been conducted on the influences that directly or indirectly affect job satisfaction. (Jones and Ryan et al., 1997, p.665) noted, "Most of the models that purport to explain moral decision making in organizations contains an element that refers to organizational or environmental influences on the moral agent, but few provide much in the way of detail regarding how these influences work." Recent research found that ethical work climate is a primary predictor of individual moral awareness (VanSandet, 2006). Employees whose moral values are at odds with their company's mission face a real dilemma: should they stand up for their company or their convictions? In the past, managers from different cultures, including Arab managers, could easily justify their policies, and because of their limited exposure, employees had no other option to agree. Nowadays, however, employees can learn about an issue from hundreds of different sources and thus make their judgments independently of a senior manager's false propaganda. Today, employees' ignorance has become a personal choice. Employees may argue the point of who determines and prioritizes our moral convictions. Do we share universal moral values, or are our values culturally driven? Whether Arab employees abide by Western moral values, such as fairness, freedom, and equality, or accept assertions that security and stability are the ultimate values remains an open question. Generally, research indicated that culture might influence the ethical climate and moral values. For example, (Herndon, Fraedrich, and Yeh, 2001) indicated that the differences between U.S. and Taiwanese national cultures were found in ethics perception regarding moral values and job satisfaction.

On the other hand, it seems likely that job satisfaction will depend on the interaction of moral awareness and the perceived organizational ethical climate. For instance, employees might be more sensitive to moral/ethical issues with higher moral awareness. Consequently, if they perceive a negative (positive) ethical climate in the organization, their job satisfaction should be particularly low (high). The association between ethical climate and job satisfaction should be somewhat attenuated for employees who score low on moral awareness. Therefore, in formulating a hypothesis regarding the relationships between ethical work climate and job satisfaction among GCC employees, a moderating hypothesis is proposed as follows:

H3: The relationship between ethical climate and employee job satisfaction is moderated by moral awareness such that the relationship is stronger when moral awareness is high than when it is low.

Association Between Ethical Behaviors and Career Success

Reinforcement theory (Skinner 1938) emphasizes how an individual behaves motivated and inspired by three types of reinforcement; money, feedback, and social recognition. There is a very strong link between being rewarded and ethical behavior that one cannot ignore the ethical effect of reward; otherwise, the organization would face serious consequences (Mitchell, Schaeffer, and Nelson, 2005). In their

research, (Vitell and Davis, 1990) disclosed that there is a vital interrelation between all the aspects of an individual's job and the level of optimism of ethical behavior linked to the individual's success. In other words, in organizations where ethical behavior is closely related to career success, management tends to support and strengthen the ethical behavior of an employee. Vitell and Davis recognized how work climates that encourage and allow ethical employees to be successful lead to one of the highest job satisfaction levels.

On the contrary, (Chonko and Hunt, 1985) believe that unethical behavior aids in fulfilling one's personal career goals. Sales managers are a good example of this: they were pressured to achieve an unrealistic short-term sales goal. A temporary ethical 'compromise' is believed necessary to achieve such a goal (Schwietzer, 2004).

Since the management takes career decisions, it is expected that managers who support ethical behavior will recognize and reward employees who behave ethically when making such decisions, and hence, positively influence the employees' perception of the association between ethical behavior and career success. Based on the theory of cognitive dissonance (Festinger, 1957), the opposite is true for companies that support unethical behavior. In such companies, employees are compelled to adjust their behavior, which may clash with their attitudes and increase their dissonance. Similarly, from the justice theory (Rawls, 1971) point of view, if the ethical behavior of employees is not rewarded or promoted when they do not change their ethical values to fit the company's unethical views. They will feel frustration, thus experiencing lower job satisfaction. After examining both scenarios when employees ethically and unethically, there is factual evidence that employees have higher levels of satisfaction when they perceive a relationship between ethical behavior and career success (Viswesvaran and Despande, 1996). Based on the above, the following hypotheses are proposed:

H4: Top management support for ethical behavior will positively influence the employee perception of the association between ethical behavior and career success in the organizations

H5: The association between ethical behavior and career success in the organization significantly affects job satisfaction.

RESEARCH METHODOLOGY

Sampling Techniques

Nonprobability sampling, i.e., convenience sampling, is often used to gather units or conveniently available individuals. Because this research aims to investigate the relationship between organizational ethics and job satisfaction among managers in the GCC region, the research questionnaire was allotted to a convenient sample of 200 part-time students enrolled in the MBA program in Bahrain, Abu Dhabi. The data gathered from each individual is handled as an individual data source.

Data Collection Procedure

The respondents were informed that the research's purpose was to examine the relationship between several variables and job satisfaction in general. It was mentioned to them that the results would help in recommending ways for improving employees' job satisfaction in the GCC region. They were assured of confidentiality and anonymity of their responses. Also, it was ensured that the sample was chosen from respondents with diverse backgrounds in terms of age group, gender, education level, marital status, job position, and working experience. They came from manufacturing, financial, service, and construction industries, mostly working for medium size companies with 50-200 employees. A total of 200 survey questionnaires were handed out; 123 responses were collected, which indicates a respondent rate of 62%. The remaining questionnaires were not used because they had missing vital values or used the same scale to answer all those questions.

Research Instruments

The questionnaire for this research includes three parts, i.e., (1) Job Satisfaction, (2) Organizational Ethics, and (3) Demographic Information. All parts were chosen to gather relevant data that can help fulfill the objectives of this research. All variables were measured using published scales with predetermined alpha (α >0.7). To measure the independent variables 4-point scale, ranging from 1 (strongly disagree) to 4 (strongly agree), the following was applied:

1. Top management support for ethical behavior, the 4-item scale used by (Hunt, Chonko, and Wilcox, 1984; Koh and Boo, 2001). A high mean score symbolizes strong top management support for ethical behavior.
2. The association between ethical behavior and career success in the organization: 7-items scale developed by (Hunt, 1984). A high mean score symbolizes a strong relationship between ethical behavior and career success in the organization.
3. Ethical climate in organizations: There are three categories of ethical climate: (1) Egoistic, which emphasizes the company's interest; (2) Benevolent, which emphasizes the employees' interest; and (3) Principled, which emphasizes compliance with rules and standard operating procedures. Each category has three distinct subcomponents based on the analysis loci (individual, local, cosmopolitan). For each locus of analysis, there are four items, or a total of twelve items for each category, on a 4-point scale (Cullen, 1993) for a total of 36 scale items. A high mean score represents a strong association between ethical behavior and ethical climates in organizations.
4. Moral Awareness: (VanSandt, 2006) 7-item scale was used. A high mean score represents moral awareness strongly associated with ethical behavior.

The dependent variable, job satisfaction, was measured using a 20-item instrument (Spector, 1997). These tools to measure overall job satisfaction are extracted from satisfaction with pay, promotion, coworkers, supervision, and work itself. Each dimension represents four items measured on a scale ranging from 1 (strongly disagree) to 4 (strongly agree). A higher mean score indicates a higher level of job satisfaction.

ANALYSIS & RESULTS

Data Analysis Techniques

Correlation analysis is performed to understand better the relationships among the variables to generate the correlation matrix. To test the research hypothesis, multiple regression analysis is used. This statistical method is appropriate as the variables are measured on an interval scale, with multiple items for each construct. The averages of the multiple items are used in the multiple regressions.

Summary Statics

The larger number of respondents fall between the ages of 25 and 45 (90%) and male (53%). Most of the data collected from respondents were from individuals in the lower (54%) and middle (37%) level managerial positions. Regarding the working experience, 31% have at least worked for five years or more, and 22% have at least three years of work experience.

Descriptive Statistics and Alpha Coefficients

As shown in Table 1 below, the alpha coefficient of the research scales ranges from 0.671 to 0.819. Some of the individual variables have reliability of less than the typically acceptable benchmark of 0.70 (Hair, 1998). For example, Job satisfaction (promotion) reliability is 0.63; however other constructs such as pay, coworker, supervision, and work have a reliability of 0.71, 0.79, 0.74, and 0.75, respectively. Moreover, the overall job satisfaction scale reliability is 0.89. Similarly, the overall reliability of the ethical climate scale was 0.70, and the association between ethical behavior and career success scale was 0.70. Some alpha coefficients are the same as in previous studies. For example, (Koh and Boo, 2001) also reported an alpha coefficient of 0.74 as they measured satisfaction with supervision. In most cases, this

study's alpha coefficients are slightly less than those (Koh and Boo, 2001); however, the findings display a similar trend.

TABLE 1
MEANS AND RELIABILITY COEFFICIENTS OF THE STUDY VARIABLES

Variable	Mean	Std. Dev.	Alpha	Alpha Coefficient
Job satisfaction (Pay)	2.55	0.47	0.625	0.71
Job satisfaction (Promotion)	2.43	0.50	0.566	0.63
Job satisfaction (Coworkers)	2.71	0.51	0.662	0.79
Job satisfaction (Supervision)	2.76	0.57	0.759	0.74
Job satisfaction (Work)	2.65	0.52	0.716	0.75
Job satisfaction (Overall)	2.62	0.35	0.819	0.89
Top management support for	2.56	0.48	0.814	0.77
Ethical climate (Egoistic)	2.82	0.41	0.533	0.55
Ethical climate (Benevolent)	2.61	0.52	0.755	0.77
Ethical climate (Principled)	2.70	0.48	0.577	0.76
Ethical climate (Overall)	2.72	0.49	0.701	0.72
Association between Ethical	2.49	0.40	0.707	0.84
Moral Awareness	2.64	0.29	0.671	-

Correlation Coefficients

The correlation metric of the variables in the regression model measures the correlated significance among the variables. The study's scales were tested for independence using Pearson's product-moment correlations. As seen in the scale intercorrelation values of Table 2, there appears to be a degree of relatedness between some of the scales, most notably between the Top management support scale and others. Top management aid for ethical behavior is very closely and positively correlated with the measures of job satisfaction except for satisfaction with work itself. Also, Top management support was significantly correlated with all types of ethical climate and the association between ethical behavior and career success, which was substantially and positively associated with all measures of job satisfaction. Benevolent and principled ethical climates are recorded to have a negative correlation; this is expected because the two climates are not similar. Based on these outcomes, only the benevolent ethical climate shows a significant and positive link with satisfaction, supervision, and overall job satisfaction. Finally, moral awareness, however, is significantly and positively correlated with job satisfaction except for satisfaction with a supervisor and is negatively correlated with satisfaction with work.

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TABLE 2
INTERCORRELATION OF SCALE SCORES

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Variables	N	1	2	3	4	5	6	7	8	9	10	11
Pay	123	1	.216**	.197*	.226**	.250**	.563**	.246**	.102	.087	.266**	.228**
Promotion	123	.216**	1	.329**	.305**	.357**	.646**	.295**	.099	.023	.192*	.259**
Coworkers	123	.197*	.329**	1	.531**	.446**	.745**	.215**	.149	.117	.416**	.254**
Supervision	123	.226**	.305**	.531**	1	.362**	.737**	.274**	.276**	.065	.280**	.084
Work	123	.250**	.357**	.446**	.362**	1	.716**	.088	.047	.096	.270**	-.041
Overall	123	.536**	.646**	.745**	.737**	.716**	1	.329**	.203*	.114	.419**	.224**
Top	123	.246**	.295**	.215**	.274**	.088	.329**	1	.318**	.160*	.259**	.377**
Benevolent E.C	123	.102	.099	.149	.276**	.047	.203*	.318**	1	-.059	.076	.172*
Principled E.C	123	.087	.023	.117	.065	.096	.114	.160*	-.059	1	.062	.104
Career Success	123	.266**	.192*	.416**	.280**	.270**	.419**	.259**	.076	.062	1	.361**
Moral	123	.228**	.259**	.254**	.084	-.041	.224**	.377**	.172*	.104	.361**	1

Multiple Regression Analysis Results

To analyze the causal relations among the study variables, six regression models were performed for five job satisfaction facets: pay, promotion, coworker, supervision, work itself, and overall job satisfaction (Table 3). Considering the separate individual variable, it was found that top management support for ethical behavior significantly affected satisfaction for promotion, supervision, and overall job satisfaction. The correlation between ethical behavior and career success was found to have a compelling effect on satisfaction with pay, coworkers, supervision, work itself, and overall job satisfaction. Moral awareness has a significant effect on satisfaction with work itself. The highest R-square value among the individual facets of job satisfaction shown by satisfaction with coworkers (R-square = 0.204) indicates that ethics in an organization boosts job satisfaction with coworkers to a large extent. Incidentally, (Viswesvaran, 1998) proposed that organizational ethics should boost satisfaction with all facets of the job, especially job satisfaction in supervision.

Testing Hypotheses

Control Variables: The variables of several firm-level controls were present in the subsequent analyses. Firstly, the firm's size determined the potential effect on ethical leadership and ethical climate. Thus, the logarithm of the number of employees was used as a measure of firm size, given that the effect of firm size on organizational outcomes might not be linear. A greater influence on organizational outcomes in small firms can be reached by the same growth in organizational size (Subramaniam and Youndt, 2005). Moreover, the characteristics of an industry may influence the CEO's ethical leadership, and ethical climate, four industry dummy variables representing manufacturing, financial service, service, and construction were used as control variables (Longenecker, 2006).

Overall Job Satisfaction: the last regression model in table 3 (model F) is significant (p-value = 0.000) and has an R-square of 0.244 (adjusted R-square = 0.212). 24.4% of the variation in employee overall job satisfaction can be interpreted by the fluctuations in the ethics variables in organizations (namely top management support, ethical climate, the association between ethical behavior & career success, and morale awareness). The significance of the t-tests or the model coefficients is assessed to test the five research hypotheses.

    1. Top management support for ethical behavior and Job Satisfaction: The results indicated that top management support significantly affects job satisfaction. As shown in Table 3 below, models B, D, and E, the standardized coefficients measuring the relationship between top management support for ethical behavior and satisfaction with promotion, supervision, and overall job satisfaction were significant. Hence, the first hypothesis, H1, which indicated that

top management support for ethical behavior has a significant effect on overall job satisfaction in the GCC region, can be accepted.

TABLE 3
RESULTS OF MULTIPLE REGRESSION ANALYSIS OF INDEPENDENT VARIABLES ON JOB SATISFACTION FACETS (DIMENSIONS)

Variable	Coefficient	t-value	
• Top Management Support	0.143	1.474	
• Benevolent Ethical Climate	0.028	0.299	
• Principled Ethical Climate	0.042	0.490	
• Ethical Behavior and Career Success	0.221	1.981	
• Moral Awareness	0.150	0.921	
Model	$R^2 = 0.114$; Adjusted = 0.076	$F = 3.007$	
• Intercept	0.928	2.153	
• Top Management Support	0.234	2.263	
• Benevolent Ethical Climate	-0.007	-0.068	
• Principled Ethical Climate	-0.034	-0.377	
• Ethical Behavior and Career Success	0.099	0.838	
• Moral Awareness	0.257	1.491	
Model	$R^2 = 0.119$; Adjusted = 0.081	$F = 3.147$	
• Intercept	1.017	2.434	
• Top Management Support	0.052	0.516	
• Benevolent Ethical Climate	0.106	1.117	
• Principled Ethical Climate	0.088	1.002	
• Ethical Behavior and Career Success	0.463	4.034	
• Moral Awareness	0.128	0.765	
Model	$R^2 = 0.204$; Adjusted = 0.170	$F = 6.009$	
• Intercept	1.844	3.884	
• Top Management Support	0.206	1.810	
• Benevolent Ethical Climate	0.271	2.514	
• Principled Ethical Climate	0.055	0.553	0.581
• Ethical Behavior and Career Success	0.373	2.860	0.005
• Moral Awareness	0.247	1.304	0.195
Model	$R^2 = 0.176$; Adjusted	$F = 4.990$	0.000
• Intercept	2.367	5.229	0.000
• Top Management Support	0.054	0.499	0.619
• Benevolent Ethical Climate	0.051	0.499	0.619
• Principled Ethical Climate	0.097	1.030	0.305
• Ethical Behavior and Career Success	0.423	3.409	0.001
• Moral Awareness	0.365	2.019	.046
Model	$R^2 = 0.0111$; Adjusted =	$F = 2.929$	0.016

F. Job Satisfaction (Overall)			
• Intercept	1.474	5.278	0.000
• Top Management Support	0.138	2.059	0.042
• Benevolent Ethical Climate	0.090	1.417	0.159
• Principled Ethical Climate	0.049	0.848	0.398
• Ethical Behavior and Career Success	0.316	4.120	0.000
• Moral Awareness	-0.016	-0.141	0.888
Model	$R^2 = 0.244;$	$F = 7.545$	0.000

2. Ethical Climate: The second hypothesis proposed that the Ethical climate in the organization mediates the effects of top management support for ethical behavior on job satisfaction in the GCC region. To the extent that ethical climate serves as a mediator, the following pattern of relationships should be found:
   A. Ethical climate will be significantly related to job satisfaction
   B. Top management support for ethical behavior will be related significantly to the ethical climate
   C. Top management support for ethical behavior will have a significant indirect effect on job satisfaction. The standardized coefficients relating each top management support to a benevolent and principled ethical climate are shown in Table 4. In contrast, the standardized coefficients showing the direct effects of top management support, and ethical climate, on job satisfaction are shown in Table 5.

TABLE 4
STANDARDIZED COEFFICIENTS RELATING TOP MANAGEMENT SUPPORT TO ETHICAL CLIMATE

Predictor	Benevolent EC	Principled EC
Top management support		
For ethical behavior	.17**	0.07

Note.* $P < .1$; ** $p < .05$ *** $p < .001$

TABLE 5
STANDARDIZED COEFFICIENTS RELATING ETHICAL CLIMATE AND THE DIRECT (UNMEDIATED) EFFECTS OF TOP MANAGEMENT SUPPORT ON JOB SATISFACTION

Predictor	Pay	Promotion	Coworker	Supervision	Work itself	Overall
Benevolent ethical	.03	-.00	.11	.27**	.05	.09
Principled ethical climate	.04	-.03	.09	.05	.10	.05
Top management support For ethical behavior	.14	.23**	.05	.21*	.05	.14**

Note.* $P < .1$; ** $p < .05$; *** $p < .001$

The effects of top management support on job satisfaction with supervisors appear to be partially mediated by the ethical climate. Consistent with the mediational hypothesis, a benevolent ethical climate is significantly related to job satisfaction (supervisor only), and Top management support is related significantly to a benevolent and principled ethical climate. However, top management support for ethical

climate has significant direct effects on job satisfaction, including satisfaction with supervisor, promotion, and work itself, indicating that the effects of top management are not mediated by ethical climate as it relates to the satisfaction with promotion and works itself. Still, the effect of top management is mediated by a benevolent ethical climate as it relates to satisfaction with the supervisor. Collectively, this sequence of findings demonstrates partial support for the meditational hypothesis. The following is the table of indirect effects (Table 6).

TABLE 6
THE INDIRECT EFFECT OF TOP MANAGEMENT SUPPORT ON JOB SATISFACTION

	Predictor	Pay	Promotion	Co-worker	Supervision	Work itself
Top management support For ethical behavior	0.09	0.07	0	.13**	0	0.02

*Note. ** P < .05*

The indirect effect of Top management support on job satisfaction with the supervisor is 0 .13. These findings indicate that while ethical climate is related significantly to job satisfaction with supervisor, and top management support is related significantly to ethical climate, the indirect effect of top management support on job satisfaction with supervisor through ethical climate is not very high (these indirect effects explain 13 % of the variance in job satisfaction. Therefore, it was concluded that employees who perceive.

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3. Moral Awareness: H3 postulated that the relationship between ethical climate and employee job satisfaction is moderated by moral awareness such that the relationship is stronger when moral awareness is high than when it is low. Hypothesis 3 was tested by regressing job satisfaction on the control variables in step 1, the main effects of ethical climate and moral awareness in step 2, and the cross-product of the two variables in step 3. As presented in Table 7, the interaction term accounted for a significant 3% (β= .17, p = .05) of the variance in job satisfaction beyond the control variables and the main effects. The inter-actions interpretation guidelines from Aiken and West (1991) were used to interpret and understand the nature of the significant moderation, the different possible combinations of the effect levels of ethical climate, and high and low levels of moral awareness on collective job satisfaction were also calculated. Specifically, one standard deviation was added to or subtracted from the mean of climate strength to create high and low scores. Results are depicted in Figure 2. As expected, Job satisfaction was highest when ethical climate and moral awareness were high. In addition, the relationship between ethical climate and job satisfaction was stronger when moral awareness was high than when it was low. Therefore, Hypothesis 3 was supported.

4. Association between ethical behavior and career success: Hypothesis 4 proposed that top management support for ethical behavior will positively influence the employee perception of the association between ethical behavior and career success in organizations. Table 8 shows the relation is highly significant, with the p-value at 0.000. Therefore, hypothesis H4 can be accepted.

TABLE 7
TESTS OF MODERATING EFFECTS OF MORAL AWARENESS ON JOB SATISFACTION

Step 3: Interaction effect

Variable	Job Satisfaction
Step 1: Control variables Firm size	
Industry dummy—manufacturing	.03 (.06)*
Industry dummy—financial service	.19 (.08)*
Industry dummy—service	-.06 (.06)*
Industry dummy—construction	-.08 (.08)*
R^2	.08**
DR^2	.08**
F	4.03**
Step 2: Main effects	
Ethical climate	.22 (.07)*
Moral Awareness	.19 (.09)*
R^2	.15**
DR^2	.07**
F	6.08**
Step 3: Interaction effect	
Ethical climate X moral awareness	.17 (.05) **
$R2$	.18**
	.25** D$R2$
	.03**
	.02*
F	6.75** 10.12**

N = 123. *SE* standard error of estimate, *p = .10, ** p= .05

TABLE 8
RESULTS OF REGRESSION ANALYSIS OF TOP MANAGEMENT SUPPORT ON ASSOCIATION BETWEEN ETHICAL BEHAVIOR AND CAREER

Variable	Coefficient	t-value	p-value*
Career success Intercept	1.844	3.884	0.000
• Top Management	0.143**	1.474	0.021
Model	R^2 = 0.114; Adjusted = 0.076	F = 3.007	0.014

Note. P < .1; ** p < .05; *** p < .001*

Hypothesis 5 proposed that this relationship between ethical behavior and career success within an organization significantly affects job satisfaction. As shown in models A, C, D, E, and F (table 3), the standardized coefficients measure the association between ethical behavior and career success, and satisfaction with pay, coworker, supervision, work itself, and overall job satisfaction was significant. As shown in table 3, the relationship between ethical behavior and career success was significant in all facets of job satisfaction except promotion. Therefore, hypothesis H5 can be accepted.

DISCUSSION

Implications of Findings

The current research examined in-depth four measures of organizational ethics and their links to job satisfaction. Previous research by (Koh and Boo, 2001) explained that positive relationships exist between two measures of organizational ethics (top management support for ethical behavior and the association between ethical behavior and career success) and job satisfaction. However, the current study's results show that three measures demonstrate compelling relationships between organizational ethics and job satisfaction (namely, top management support for ethical behavior and the association between ethical behavior and career success). Meanwhile, (Viswesvaran, 1998) research shows only one significant positive correlation, which can be found between perceived top management support and job satisfaction with supervision. However, when looking at Samad's (2005) research, cultural differences such as norms, values, or beliefs of a particular group or community in different geographical areas could have resulted in the differences in findings reported here from the Arabic culture in the GCC region. The current research brings an overlooked cultural perspective to organizational ethics and job satisfaction research and hopefully will provoke more research in this direction.

The findings of the current study have several theoretical implications. First, the current research is one of very few that examines the relationships associated with senior management, ethical leadership, ethical climate, moral awareness, and Job satisfaction at the individual level. However, given that ethical climate is an organizational-level construct reflecting Employees' shared perceptions of ethical practices, policies, and procedures inside a firm is symbolized by the ethical climate at the organizational level (Martin and Cullen, 2006). As a result, the relationships between ethical climate and its correlated variables should be examined at the organizational level. Thus, the current research expands business ethics to the firm level by showing the firm-level dynamics among senior management, ethical leadership, ethical climate, moral awareness, and job satisfaction. Second, the results of the present research suggest the importance of senior management ethical leadership in fostering an ethical climate, which supports the notion that the ethical orientation of the CEO is a key factor in promoting ethical behavior in an organization and creating an ethical organizational culture (Carlson and Perrewe 1995; Trevin˜o, 1990). The current findings are the same as previous results showing a positive association between ethical leadership and organizational climate (e.g., Ozcelik, 2008; Schminke, 2005). The positive association between senior management ethical leadership and ethical climate can be amplified by a few theories, for example, social learning theory. The institutional theory explains that institutional factors impact organizational members' cognition and behavior (Scott, 1995).

Between different institutional factors, senior management is a primary source of institutional structure, where they have the power to manipulate the environment within the institution (Purvis, 2001; Russel and Hoag, 2004). Based on this theory, employees' perceptions and behavior can be affected by the organizational climate shaped by the ethical leadership of senior managers. Moreover, according to stewardship theory (Davis, 1997), organizational representatives such as the top management bring their moral values into the organization, causing it to exhibit more ethical behavior and fostering a more ethical organizational climate. Finally, the present research is the first attempt to reveal the role of morale awareness in business ethics research. Some studies might look into ethical climate and job satisfaction, but scholars do not focus enough on the conditions under which these relationships are strengthened or weakened. The present research results show a moderating effect of moral awareness on the relationships between ethical climate and job satisfaction. These findings have implicit uses for business ethics research that proposes that a high-level ethical climate is associated with positive organizational and work outcomes. However, the current research demonstrates that moral awareness and the ethical climate impact positive outcomes. That is, the same level of ethical climate can differentially be associated with job satisfaction based on the level of the moral awareness of the firm's employees. These results are similar to the justice climate (Colquitt, 2002). When employees hold high moral awareness, they tend to understand the ethical behavior expected from their organization clearly. Consequently, they bring more effort into positive work behavior, as evidenced by higher levels of job satisfaction.

From a practical perspective, it is crucial for any organization of various sizes in the GCC region to understand the ethical behavior associated with job satisfaction. Notably, diversification plans for the Gulf economies involve investing in the growing non-oil sectors and getting people back into business activities (Driscoll and Tesfayohannes, 2009), stating that most business graduates will not end up working for large corporations. More Business ethics textbooks should pay more attention to small business ethical contexts and issues, particularly when they are the main source of information for college courses and potential entrepreneurs and employees. Based on the current research findings, business textbooks must address business ethics implications on job satisfaction in different cultures. Also, (Driscoll and Tesfayohannes, 2009) mentioned that guest speakers could integrate small business and entrepreneurship topics into business ethics education.

Top management should be the role model to support and encourage ethical behavior among employees and incentivize them when act ethically. This should result in desired commitment and ethical behavior by employees. If managers have a certain behavior, employees will automatically act the same way (Herb, 1987). (Trevino, 1986) the concept implies that in organizations with legitimate authority as an accepted tenet of the work setting, employees are supposed to complete the orders of top management, even if those orders are contrary to their determination of what is right or their ethics. The two examples mentioned before show consistency with cognitive dissonance theory (Festinger, 1957), which suggests that individuals strive to minimize the level of dissonance in their environment. In addition to minimizing the level of dissonance in an existing operation, people will proactively try to escape environments and operations that would likely cause dissonance (Festinger, 1957).

This research's findings also suggest that top management in the GCC region can improve organizational commitment by providing support, such as developing and enforcing a code of ethics. Codes of ethics were found to be the most effective measure for encouraging ethical behavior (Joseph and Deshpande, 1997). However, some literature states that only through codes can ethical dilemmas not be resolved. Thus it was not sufficient to promote ethical behavior. Based on this, it is recommended that GCC top management not solely rely on codes of ethics but also extend their support for ethical behavior through monitoring decision-making processes.

Research findings indicated a significant difference in job satisfaction and Organizational Citizenship Behavior (OCB) based on length of service (Cavanagh, 2012). The important issue for management, supported by the current research findings, is to recognize that maintaining high levels of OCB amongst employees over time is very much needed to ensure that perceptions of organizational values do not decline (Cavanagh, 2012).

One important implication is that managerial support for ethical behavior will improve job satisfaction and help employees meet their professional responsibilities. Hence, top management in the GCC region should consider focusing on such practices to improve employee job satisfaction.

The current research results should be considered beneficial to leaders in government, business, and higher education institutions as they are the managers, trainers, and educators of future diverse workforce employees in our globalized world economy. In other words, it can be concluded that organizational ethics positively affect job satisfaction in the GCC region, representing the Arabic culture. Consequently, a domino effect is created on an employee's behavior, performance, and regional organizational outcomes. Most importantly, it is paramount that top management plays a key role in promoting ethics in the organization.

Limitations

The MBA students may not represent all the managers who work in the GCC region. The response bias may occur when a respondent's responses are biased by the background characteristics of the study respondent. Additionally, the data collected was self-reported. However, participants were assured of the anonymity and confidentiality of their responses to minimize bias. Also, data were collected at a single point due to time and resource constraints, which does not allow for changes in perceptions and attitudes over a longer timeframe.

Moreover, one of these research limitations is the low reliability of the moral awareness scale (= 0.671) due to the complexity of moral awareness (Blum, 1991; VanSandet, 2006). Generally, when variables have low reliability, it underestimates the actual strength of the relationships among them (Dooley, 1995). Thus, this slight variation could be on the conservative side. One more limitation of this research is the possibility of circularity of effects. Authors explain, based on the similarities found in reports on levels of worker satisfaction, that "most workers develop at least a palliative level of satisfaction with their organization's climates. Those who fail to fit in an organization's climate probably turn over..." (Victor and Cullen, 1988, p. 119). In this research context, this information suggests that the direction of the relationship between ethical climate and satisfaction may be the opposite of that proposed by their designations as independent and dependent variables. Individuals at specific levels of job satisfaction may help alter an organization's ethical climate to a different locus of analysis and ethical criterion.

Interestingly, the average duration of tenure for an employed group influences the ethical climate within an organization. (Victor and Cullen, 1988) recognized the length of tenure increased the perception of a caring climate. Neither of these factors was observed during the current research, but further research is warranted.

Recommendations for Future Research

The research concludes that when conducting future research, one should observe more than the four variables studied in this research. Likewise, the dependent variable, job satisfaction, is only one of the several outcomes. Thus, future research should focus on other outcomes such as company performance, employee motivation, stress level, and others to understand how the process works in tandem. The current research reveals that a stronger perceived association between ethical behavior and career success should be associated with higher levels of job satisfaction. Future research can further explore any moderating effect. For example, it could be argued that employees' personality traits should moderate such a relationship. For instance, employees who score high on a trait such as Machiavellianism would probably be less satisfied if they felt their organization demanded a high level of ethics. Future research should also look into the multicultural aspect of the GCC region by including ethnicity and its outcome on organizational ethics. Further, it is also useful to conduct longitudinal research to permit changes in perceptions and attitudes over time.

CONCLUSION

This is the first study that has researched and highlighted issues relating to organizational ethics and job satisfaction in the GCC region. The general objective of this research was to examine the relationship between four measures of organizational ethics and job satisfaction perceived by managers in the region. The findings help us better understand organizational ethics and employees' job satisfaction in the Middle East culture. The findings also highlight the importance of ethical behavior within an organization, especially from the top management, to help advance management practices to superior levels, which results in maintaining high levels of employees' job satisfaction. When ethical conflicts dominate in the work environment, employees and organizations must work together to ensure that ethics is not just a formality of the business plan but is also openly discussed and practiced. There is a need to encompass a participative process between senior management and employees to include and value the views of the widest range of interest groups within an organization and its community. The current research clarifies that a common, latent variable, work climates, is associated with another important and equally opaque factor, individual moral awareness, for a significant outcome: job satisfaction. It is very important in an organization to emphasize ethical behavior and use effective approaches and codes of conduct by senior management, ensuring sound corporate governance and management in control.

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