

THE MODERATING ROLE OF ETHICAL CLIMATE ON RELATIONSHIPS AMONG JOB SATISFACTION, CORPORATE ENTREPRENEURSHIP AND ORGANIZATIONAL CITIZENSHIP

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ABSTRACT

This paper aimed to investigate the moderator effect of ethical climate on the relationships between job satisfaction (JS), corporate entrepreneurship (CE) and organizational citizenship behaviour (OCB). This research is conducted through the collection of data from 600 white-collar working adults in Teknopark and Industrial Regions manufacturing firms in Istanbul, using a mail questionnaire. The result shows that both job satisfaction variable except “payment” sub-dimension and innovativeness sub-dimension of corporate entrepreneurship are positively and significantly correlated with all OCBs (i.e., courtesy-altruism, conscientiousness and civic-virtue). Overall, job satisfaction has a mediator role between corporate entrepreneurship and organizational citizenship. Principled local ethical climate has a linear moderator effect between CE and OCB; it strengthens the positive relationship between them. However it does not show any curvilinear moderator effect on that relationship. Principled local ethical climate (PLEC) has both linear and curvilinear moderator effect on the relationship between JS and OCB. As a result, the study helped to find-out the moderator role of ethical climate in the triangle of JS, CE, and OCB relationships. This study has contributed to literature a few novelties such as: (i) to test all these constructs relations in Turkish case as a developing country and; (ii) to investigating the possible moderating role of ethical climate on these constructs more different than previous studies have already done and more detailed within sub-dimensions effects.

Keywords: *Curvilinear and Linear Relationship, Moderating Analysis, Turkey.*

INTRODUCTION

Especially, since the beginning of 2000s, various researches have been accomplished concerning unethical behavior in business organizations (e.g., Koh and El’fred 2001, Turnipseed 2002, Valentine et al. 2002, Tsai and Huang 2008, Toor and Ofori 2009). There is still a lack of understanding concerning how organizational ethics support business in both co-operative and entrepreneurial way. The focus of this study is on principled ethical climate that is systematically related to ethical working style and decision making on job. From multidimensional of ethical climate, only principled ethical climate has been taken into consideration which was appropriate to measure ethical behavior in workplace. Indeed, a uni-dimensional scale is used (so single dimension assessment is used).

Next, although ethical climate has been investigated for its relationship to employee attitude such as job satisfaction (Podsakoff et al. 2000), but few studies have examined its relationship to organizational citizenship behavior and corporate entrepreneurship (Turnipseed 2002, Valentine et al. 2002, Gonzalez-Padron et al. 2008, Greenslade and Jimmieson 2011). Organizational citizenship behavior is especially interesting variable to study in relation to organizational ethics because based on its nature it varies according to employees attitudes rather than work-it-self (rather than job performance).

Finally, with regard to the literature, it is investigated in this study the role of job satisfaction, corporate entrepreneurship and organizational citizenship in relation to ethical climate. Specifically, overall organizational citizenship behavior is a reflection of the extent to which employees share

“conscientiousness, civic virtue and courtesy/altruism” in the organization. Various types of values have been positively related to ethical intent which diminishes opportunistic behaviors in the work place. Moreover, mostly linear relationships or path models among job satisfaction, organizational citizenship and ethical climate variables have been analyzed previously (e.g., Koh and El’fred 2001, Cullen et al. 2003, Tsai and Huang 2008, Huang et al. 2012, Ruiz and Martínez 2014), curvilinear relationships have not been searched for among them. Routine relationships take place of flexible relationships with strong principled ethical rules, no time or effort could be given for organizational citizenship behaviors. Then, behind the rules, the need for organizational citizenship behaviors began to reincrease again to stay innovative, creative and successful in group work. At first, strong ethical environment weakens the positive effect of job satisfaction on organizational citizenship up to a certain level, and reincrease it again incrementally. At the beginning, more definite strict job descriptions and more conservative working environment in industrial manufacturing firms decrease the need for co-operation, conscientiousness and courtesy/altruism among employees. Flexible relationships with upper-managers are getting harder, so workers began to need less organizational citizenship and then only obey to certain rules. In addition to that the moderator role of ethical climate among job satisfaction, corporate entrepreneurship and organizational citizenship relationships is a new issue to look for.

As reasons are explained below, the scope of the paper contains like this: Corporate entrepreneurship (CE) has a growing importance in developed economies, because organizations have begun to view change as irrevocable and dynamic (Pittaway et al. 1998). However, the current literature findings may not be generalizable to developing countries, where Turkey might be a good example for that. As Turkey is gradually opening its doors to foreign trade and investments with new ventures and consolidations, we interested to research the effects of corporate entrepreneurship in Turkey’s corporate environment as a developing country case.

The other important subject is that the ethical climate role in corporate entrepreneurship, job satisfaction and organizational citizenship triangle. This present study helps fill the gap in the existing business ethics literature in international area. Past researches about the subject of ethical climate is significantly associated with a number of work outcomes such as job satisfaction; organization commitment; turnover intention; and roles of ethical behaviors (Shin 2012). As well as, some researchers have taken into consideration the positive effect of organizational citizenship on profitability (Koys 2001), and some others the relationship between corporate entrepreneurship and performance. Such as, Pearce et al. (1997) found out a positive relationship between a firm’s entrepreneurial orientation and its improved financial performance in a research of two largest units of electric utility system in south-eastern US.

Job satisfaction is an important organizational construct to study as it is often related to employee motivation, performance, absenteeism and turnover (e.g., Saks et al. 1996). Employee satisfaction with their jobs, promotion potential, co-workers and supervisors are frequently studied correlates of ethical climate. This construct is studied in different industries, perceiving that caring climates promote job satisfaction (e.g., Deshpande 1996a). The link between organizational ethics and job satisfaction is argued from Viswesvaran et al. (1998) organizational justice and cognitive dissonance theories. Continued dissonance results in distress and dissatisfaction with the situation. Viswesvaran and Deshpande (1996), and Schwepker (1999) found that the lack of an ethical fit between employees and their organization can result in distress and job dissatisfaction, among other things. Other studies also show that ethical leadership results in increased job satisfaction (e.g., Viswesvaran et al. 1998; Koh and El’fred 2001; Tsai and Huang 2008; Neubert et al. 2009; Toor and Ofori 2009).

The aim of the study is primarily, to analyze both linear and curvilinear impact of ethical climate on the relationships among job satisfaction, corporate entrepreneurship and organizational citizenship within Turkey survey; and also to see the detailed effects between sub-dimensions of these variables. Secondly, to analyze the mediator effect of job satisfaction dimensions between corporate entrepreneurship and organizational citizenship. The effect of corporate entrepreneurship on organizational citizenship has not been studied clearly, although the reverse effect has been taken into consideration previously.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is defined as an employee's overall affective status related to the appraisals from his or her job (Netemeyer et al. 1997; Babin and Boles 1998). Satisfaction judgments capture the extent to which an employee feels pleased, happy, and rewarded, or displeased, unhappy, and frustrated. Job satisfaction dimensions are determined by Hulin and Smith (1967) under 6 different factors. These are:

- (1) Job it-self: The job should be interesting, must provide learning and development opportunities to the person, and should give the chance of being successful and taking risk.
- (2) Management: Management must have the talent of providing technical and behavioural support.
- (3) Working Conditions: Technical, physical conditions of the working environment.
- (4) Promotion: The positions that employee can reach when the requirements are done and when the employee reaches to the wanted standards.
- (5) Payment: The payment should be equal compared with other organizations and compensate the load of the job.
- (6) Colleagues: Technical proficiency degrees of the colleagues and their social support power.

Corporate Entrepreneurship

Miller (1983) categorized corporate entrepreneurship under three different categories such as; risk taking, proactiveness and radical product innovation. Same manner, Covin et al. (1994), mentioned that entrepreneurial firms having strategic point of view, are "risk taking, innovative and proactive" firms, whereas conservative firms are the firms which afraid of risk taking, which are reactive and not innovative.

Innovation refers to the firm's ability to create new products and introduce them to the market. It also indicates the company's commitment to process organizational innovations (Zahra 1993). Firms on the way of innovation need open communication channels, informal decisions, and flexible time and procedures. Innovation means the frequency and norm of tendency through product newness and technologic leadership (Slevin and Covin 1990). According to a similar definition, innovation is being busy with new ideas, novelties, in order to create new processes to have new products or services and technology.

Managers are told that pursuing corporate entrepreneurship means that companies should be proactive in their competitive arena, they should be risk oriented on such topics like new venture creations (Gray and Ariss 1985). Proactiveness reflects a firm's aggressive pursuit of market opportunities and its strong emphasis on being among the very first ones to undertake innovations in the industry. The firms have to pursue future demands ahead and react to them before the competitors being aware of that these demands can change the business environment (Antonic and Histrich 2001).

Risk taking is defined as the firm's disposition to support innovative projects (e.g., international ventures) even when the payoff from these activities is uncertain. In another definition, risk taking is an encouraged and aggressive move which necessitates finding sources in the fastest way in order to catch the opportunities as quick as possible (Lumpkin and Dess 1997).

Organizational Citizenship

Organizational citizenship is defined as a voluntary individual behavior which helps organization to function as a whole in the most efficient way without taking into consideration structured rewarding system (Organ 1988). Employees' characteristics, job views and wishes have close relationships with organizational behavior (Podsakoff et al. 2000). We used Organ's (1988), five categories of organizational citizenship behavior (OCB) in this study. These are:

- (1) Altruism implies that they give help to others without expecting any pay-back (Podsakoff and Mackenzie 1994).
- (2) Courtesy means that they treat others with respect.

(3) Conscientiousness means that employee carry out in-role behaviors (i.e., individual task performance), well beyond the minimum required levels.

(4) Civic virtue suggests that employees responsibly, actively and voluntarily participate in the political life of the organization (Podsakoff and Mackenzie 1994).

(5) Sportsmanship indicates that people do not complain, but have positive attitudes (this sub-dimension is excluded for this study because of low factor loading results).

Ethical Climate

Ethical climate is a type of work climate that is best understood as a group of perspective climates reflecting the organizational procedures, policies and practices with moral consequences. Such climates arise when members believe that certain forms of ethical reasoning or behavior meet expected standards or norms for decision-making within the firm (Cullen et al. 2003). Ethical climate is the perception of what constitutes right behavior, and thus becomes a psychological mechanism through which ethical issues are managed (Cullen et al. 1989). Valentine et al. (2002) found that corporate ethical values are positively related to person-organization fit and organizational commitment.

Ethical climate framework first introduced by Victor and Cullen (1988), which is named Ethical Climate Questionnaire (ECQ). That typology of ethical climate has three bases of moral judgement: egoistic, benevolence and principle (Victor and Cullen 1988; Cullen et al. 1989). In the egoistic climate, behaviors are concerned first with satisfaction of self-interest. In the benevolent climate, behaviors are concerned with the well-being of others and maximizing the interests of a particular social group. Finally in the principled climate, behaviors are concerned with laws, codes, and procedures specifying decisions and actions for the good of others.

In our research, we analyzed “Teknopark Industrial Regions Manufacturing Firms” where company rules and procedures take priority in decision making. For this reason, we focused on local focus (refers to the organization it-self), and primarily on principled-local focus. Wyld and Jones (1997) pointed out in their study that kind of ethical climate type requires rules and procedures within detailed defined law and codes rather than behaving self-centric manner. Therefore, this study is only focus on rules climate (i.e., employees are strictly following company policies and procedures) whilst other four different ethical climate types not included this research subject. According to Wang and Hsieh (2012) these other ethical climate types are defined like this: instrumental climate (i.e., focus on the maximization of self-interest), caring climate (i.e., concern for the well-being of others), independence climate (i.e., adherence to one’s personal ethical beliefs), law and code climate (i.e., people are expected to comply with law and professional standards). In addition Cullen et al. (2003) found that principled dimension of ethical behavior has no effect on non-professional workers but have effect on professional workers. When considering the all of these, in that study regarding to our sampling data, principled-local dimension of ethical climate for white-collar professionals is taken into consideration as the unit of analysis.

HYPOTHESIS

Job Satisfaction and Organizational Citizenship

In the literature, there is a positive relationship between organizational citizenship and job satisfaction. Podsakoff et al. (2000) find consistent support for the positive relationship between job attitudes and organizational citizenship behaviors (OCB) in their meta-analytic review of the management literature. Netemeyer et al. (1997), report a link between job satisfaction and OCB in their studies of salespeople. Different meta-analytic review studies also demonstrate that there are strong relationships between job satisfaction and organizational citizenship too (Organ and Ryan 1995; LePine et al. 2002).

The study of Scheneider et al. (1995) proves that over time, employees in an organization become more homogenous in disposition and develop shared attitudes which lead to employee satisfaction. Motowidlo (2000) mentioned that although it is difficult to express the organizational consequences of OCB in economic terms and to show how and what extent it contributes to financial firm performance, OCB has important implications for individuals in organizations. Effective performance in these areas can lead to systemic rewards and thereby positively affect individuals' motivation, as well as their satisfaction and organizational commitment.

However, vice versa is also true, in some other industries job satisfaction has a positive effect on organizational citizenship. Ackfeldt and Coote (2005) found that job attitudes (job satisfaction and organizational commitment) are proposed as direct predictors of OCBs while searching the potential antecedents of OCBs in a retail setting. As a result of the research, the relationship between job attitudes and OCBs is found strongly positive and significant. Mackenzie et al. (1998) also report a relationship between job attitudes and extra-role behaviors in their study of sales agents. Employees who are satisfied with their jobs and committed to their employers will reciprocate by showing a willingness to engage in OCBs. Yoon and Suh (2003) found that contact employees' job satisfaction and trust in manager are significantly related to OCB. Smith et al. (1983) found that job satisfaction showed a direct predictive path to altruism, one of the sub-dimensions of organizational citizenship. Koys (2001) proves that positive business outcomes influence positive employee attitudes. Positive employee attitudes increase job satisfaction supporting organizational citizenship in the work place. All in all, these hypotheses are proposed:

H1: Job satisfaction is positively related to corporate organizational citizenship.

H1a: Job satisfaction dimensions (such as: job it-self; management; company policy (i.e., working conditions and promotion); payment; colleagues satisfaction) are positively and significantly related to courtesy-altruism.

H1b: Job satisfaction dimensions are positively and significantly related to conscientiousness.

H1c: Job satisfaction dimensions are positively and significantly related to civic virtue.

Corporate Entrepreneurship and Organizational Citizenship

Organizational citizenship behavior would also help coordinate activities among team members and across groups (Podsakoff et al. 1997). CE is different from corporate venturing and intrapreneurship by providing an overview of how an organization as a whole can become more enterprising, and how it can better utilize the entrepreneurial activities of its employees (Pittaway 2001). These entrepreneurial activities might lead to strong OCBs like altruism, conscientiousness and civic virtue which diminish opportunistic behaviors in the work place. In a more innovative and risk taker firm structure, employees will have willingness to participate in all activities of the firm voluntarily, to take place actively in discussions, and to become an active player during the implementations of changes and novelties in the company.

Corporate entrepreneurship means the overall entrepreneurial orientation of a company and it seems like a fundamental factor in the organizational performance. Moreover, organizational performance is not simply a sum of individuals' performances; it may be influenced by other factors like "shared values". If a unit's employees share positive attitudes, they should have norm of cooperation and collaboration which in turn will enhance OCBs. As a result, corporate entrepreneurship will positively affect organizational citizenship. An entrepreneurial firm must have efficient team players in order to attain success. This teamwork will lead to (necessitate) organizational citizenship behavior. Gonzalez-Padron et al. (2008) found that a purchasing unit's entrepreneurial innovation has a positive effect on their relationship quality with participants. Based on this argument, the second hypothesis is proposed like that:

H2: Corporate entrepreneurship is positively related to organizational citizenship.

H2a: Corporate entrepreneurship categories (i.e., innovativeness; risk taking - proactiveness) are positively related to courtesy-altruism.

H2b: Corporate entrepreneurship categories are positively related to conscientiousness.

H2c: Corporate entrepreneurship categories are positively related to civic virtue.

Corporate Entrepreneurship and Job Satisfaction

The literature supports that job satisfaction positively affects corporate entrepreneurship. Satisfaction and performance are meaningfully related and satisfaction provides performance (Judge and Bono 2001; Fisher 2003). Karatepe et al. (2004) searched the effect of trait competitiveness, self-efficacy, and effort on performance and found that all of them are significant predictors for employee performance.

On the other hand, some other studies support the positive effect of corporate entrepreneurship on job satisfaction. Logical inductions suggest that organizations that promote corporate entrepreneurship must employ managers who are entrepreneurial in their behavior. By extension, it would seem that managers who are entrepreneurial must have a positive impact on their subordinates if the organization's entrepreneurial initiatives are wished to be successful (Pearce et al. 1997). In other words, successful entrepreneurial behaviors of managers will increase job satisfaction at work. Yoon and Suh (2003), propose that work force capability lead to employee satisfaction and customer's perceptions of value in a service profit chain. As work force capability should be high for an innovative, risk-taker entrepreneurial firm, it can be concluded that corporate entrepreneurship will positively affect employee job satisfaction and then organizational profit and growth. Therefore, we proposed these two hypotheses about job satisfaction and corporate entrepreneurship.

H3: Corporate entrepreneurship will positively influence on job satisfaction.

H4: Job satisfaction mediates the relationship between CE (i.e., innovativeness; risk taking - proactiveness) and OCB (i.e., courtesy-altruism; conscientiousness; civic virtue).

Ethical Climate, Job Satisfaction and Organizational Citizenship

Job satisfaction and ethical climate are widely studied in business ethics literature and there are some evidences about their strong relationships (Wang and Hsieh 2012). For example, in the study of Fu (2014) some facets of job satisfaction (such as: promotion satisfaction; coworker satisfaction; supervisor satisfaction) are found statistically positively related with ethical behaviors. Analogously, it is pointed out that employees job satisfaction can change by manipulating the ethical climate (Deshpande 1996b). Viswesvaran et al. (1998) suggested that ethics in organization should enhance satisfaction with supervision. Hagedoorn et al. (1999) supported this finding proving that among all the facets of job satisfaction, satisfaction with supervisors has the greatest impact on employees. Schminke et al. (2005), consider how the fit between the leader's ethics and the ethics of the employee influences employee attitudes of satisfaction, commitment, and turnover intentions. They suggest that dissimilar perspectives in moral reasoning between leaders and employees will lead to employee dissatisfaction, lower commitment, and greater turnover intentions.

Koh and El'fred (2001) looked for the relationships between ethical climate, association between ethical behavior and career success, job satisfaction based on managers in Singapore. The results of the model indicate that a more favorable ethical climate, especially principled ethical climate, is associated with a higher level of job satisfaction in the organization. Besides that, Viswesvaran and Deshpande (1996) both have found a stronger association between ethical behavior and career success which is linked to higher level of job satisfaction. Only principled ethical climate is found significantly and positively correlated with job satisfaction. The results indicate that a more favorable ethical climate is associated with a higher level of job satisfaction in the organization.

Ruiz et al. (2011), found that both supervisors and top manager's ethical leadership has a positive influence on both employee job satisfaction and employee organizational citizenship. Furthermore, Martin and Cullen (2006) meta-analytic review provides evidence of the relationship between ethical climate perceptions and individual-level work outcomes. Other literature also proved the positive effect of ethical leadership on organizational citizenship behaviors (Chiaburu and Lim 2008; Mayer et al. 2009; Rego et al. 2010). Apart from this point, as the job satisfaction is assumed to be positively correlated to organizational citizenship, ethics might have a moderator effect between them. Likewise, we can say that as long as the employee will be satisfied with the company rules, procedure and laws, the principled-local dimension of ethical climate will strengthen the relationship between these two variables. Other studies have also reported that perceptions of unfair promotion may affect job attitudes and organizational outcomes adversely (Saal and Moore 1993). As the ethical climate influences the job outcomes and company performance, it might again be a moderator between job satisfaction and organizational citizenship, the key fundamental dimension of organizational performance.

H5: The relationship between job satisfaction and organizational citizenship will be moderated by principled-local lotus of ethical climate. Higher level of ethical climate will strengthen the positive effect of job satisfaction on organizational citizenship.

H5a: Principled local ethical climate (PLEC) will positively moderate the relationship between JS and courtesy-altruism.

H5b: Principled local ethical climate (PLEC) will positively moderate the relationship between JS and conscientiousness.

H5c: Principled local ethical climate (PLEC) will positively moderate the relationship between JS and civic virtue.

H6: The moderator effect of ethical climate on the relationship between job satisfaction and organizational citizenship is curvilinear. Firms that over-pursue desired job satisfaction criteria in strong ethical environments will generate diminishing organizational citizenship behavior.

H6a: The moderator effect of ethical climate on the relationship between job satisfaction and courtesy-altruism is curvilinear.

H6b: The moderator effect of ethical climate on the relationship between job satisfaction and conscientiousness is curvilinear.

H6c: The moderator effect of ethical climate on the relationship between job satisfaction and civic virtue is curvilinear.

Ethical Climate, Corporate Entrepreneurship and Organizational Citizenship

Business, as a type of society, is possible only within a certain social context of institutions, agreements, understandings, and shared values. The freedom of business to make a profit is limited by the values of fairness, equal opportunity, honesty, and truthfulness (DeGeorge 1999). Ethical culture formed of four first order structure which are “top management, supervisor, peers ethical leadership and formal policies”, has a positive effect on OCB (organizational citizenship behavior) of financial industry employees in Spain (Ruiz and Martínez 2014). Zahra and Gravis (2000) found out that the perceived hostility of the international environment has a moderating effect on the relationship between ICE (international corporate entrepreneurship) and company performance. The study shows that the hostility weakens this relationship. ICE does not always guarantee superior performance; the payoff from ICE is moderated by executives’ perceptions about the hostility of their firm’s international business environment. Coming from this point, external or internal hostility in corporate environment might threaten principled-local ethical climate in the working place by disregarding the written or formal rules and procedures of the company. As the OCBs function like a pre-requisite for organizational group performance (Organ 1988; Podsakoff et al. 1997), the moderating effect of ethical climate between corporate entrepreneurship and organizational citizenship is analyzed, which has not been studied yet to our knowledge.

Greenslade and Jimmieson (2011) found that in units where the service climate is positive, nurses report expending greater effort on task performance. Landeros and Plank (1996) mentioned that beneficence, an obligation to help other people further their legitimate concerns, moderates the relationships of teamwork and relationship quality with entrepreneurial innovation. From the data obtained from purchasing managers in multinational corporations, Gonzalez-Padron et al. (2008) found that in a climate valuing ethics; teamwork has a much higher relationship with entrepreneurial innovation than in a lower ethical climate. This result supports conclusions of Landeros and Plank (1996). Moreover, that was found entrepreneurial innovation positively affects the quality of the relationships among sourcing participants when operating in a climate valuing ethics (Gonzalez-Padron et al. 2008). In other words, innovativeness under entrepreneurial perception positively effects organizational behavior quality under a working climate valuing ethics. Turnipseed (2002) found that individuals considered more ethical will also be perceived as exhibiting a higher degree of OCB than less ethical workers. In addition to that, workers considered “more ethical” have more and stronger links between OCB and productivity than those considered “less ethical”. That is suggested further studies should address causality of OCB. Good citizenship behavior may cause performance, but high performance may also cause OCB, or a yet unidentified variable may cause both. Apart from Turnipseed (2002) suggestion, ethical behavior became a causal candidate between corporate entrepreneurship and organizational behavior in this study.

H7: The relationship between corporate entrepreneurship and organizational citizenship will be moderated by principled-local lotus of ethical climate. Higher level of ethical climate will strengthen the positive effect of corporate entrepreneurship on organizational citizenship.

H7a: Principled local ethical climate (PLEC) will positively moderate the relationship between CE and courtesy-altruism.

H7b: Principled local ethical climate (PLEC) will positively moderate the relationship between CE and conscientiousness.

H7c: Principled local ethical climate (PLEC) will positively moderate the relationship between CE and civic virtue.

H8: The moderator effect of ethical climate on the relationship between corporate entrepreneurship and organizational citizenship is curvilinear. Firms that over-pursue corporate entrepreneurship activities in strong ethical environments will generate diminishing organizational citizenship behaviour.

H8a: The moderator effect of ethical climate on the relationship between CE and courtesy-altruism is curvilinear.

H8b: The moderator effect of ethical climate on the relationship between CE and conscientiousness is curvilinear.

H8c: The moderator effect of ethical climate on the relationship between CE and civic virtue is curvilinear.

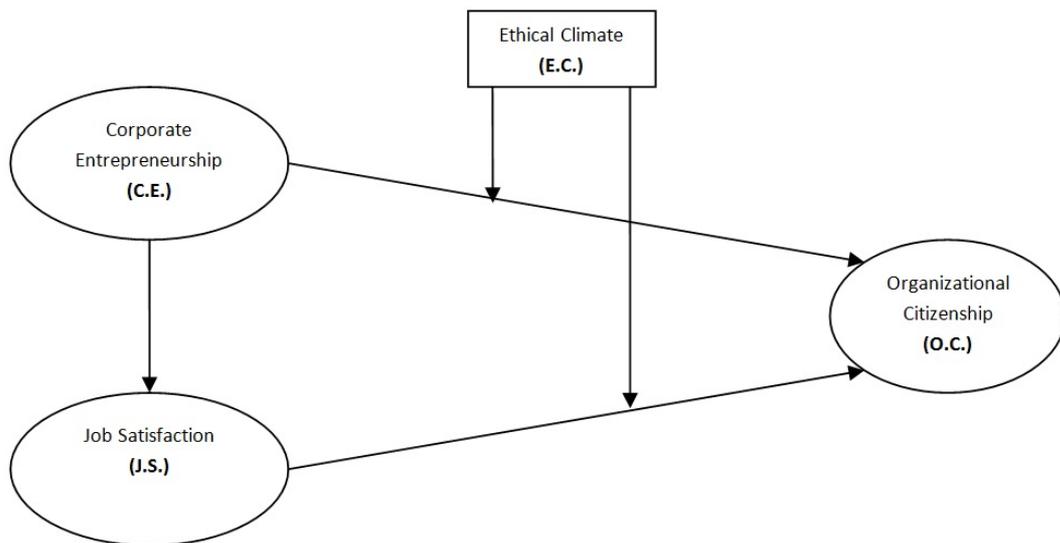


Figure 1. Research Model

METHODOLOGY

Measurement

Five-point questions Likert-style are used to measure all variables. Cronbach's Alpha reliability scores for each constructs and correlation coefficients between each constructs resulted statistically satisfactory as shown in Table 1.

Job satisfaction dimensions are determined by Hulin and Smith (1967) under 6 different factors; job it-self, payment, promotion, management, colleagues, working conditions. After the factor analysis, promotion and working conditions are loaded in the same factor and related regression analyses are done based on 4 factors; job it-self, payment, management and company policy (i.e., promotion and working conditions).

Table 1 Correlation and Cronbach's Alpha reliability scores for each constructs

Constructs	1	2	3	4	5	6	7	8	9	10	11
1.innovativeness	$\alpha =,90$										
2.risk taking / proactiveness	0.56**	$\alpha =,82$									
3.courtesy/altruism	0.30**	0.14**	$\alpha =,84$								
4.civic virtue	0.37**	0.30**	0.52**	$\alpha =,75$							
5.conscientiousness	0.29**	0.19**	0.43**	0.52**	$\alpha =,78$						
6.management satisfaction	0.41**	0.30**	0.39**	0.43**	0.27**	$\alpha =,83$					
7.job it-self satisfaction	0.36**	0.21**	0.33**	0.39**	0.30**	0.42**	$\alpha =,77$				
8.payment satisfaction	0.48**	0.43**	0.15**	0.31**	0.21**	0.40**	0.31**	$\alpha =,85$			
9.collegue satisfaction	0.29**	0.08*	0.46**	0.33**	0.32**	0.39**	0.37**	0.23**	$\alpha =,74$		
10.company policy (§)	0.56**	0.35**	0.38**	0.48**	0.37**	0.58**	0.84**	0.45**	0.44**	$\alpha =,88$	
11.principle ethical climate	0.41**	0.28**	0.27**	0.36**	0.25**	0.34**	0.26**	0.30**	0.22**	0.43**	$\alpha =,82$

Notes: Kaiser-Meyer-Olkin (KMO) measure is 0.92, which is >0.50, and the Bartlett's test of Sphericity is found significant, <0.05; the explanatory power of the whole model (which percent all the independent variables explain the dependent variable) is 68.8%. (§) company policy consists "promotion and working conditions satisfaction". ** Correlation is significant at the p<0.01 level.

Organ's (1988), five categories of organizational citizenship behavior (OCB) are used; conscientiousness, altruism, civic virtue, sportsmanship and courtesy means that they treat others with respect. Based on this survey data, after the conducting factor analysis, courtesy and altruism are loaded in one factor. Sportsmanship questions are loaded neither in a separate factor nor in defined factors. As a result, regression analysis related to organizational citizenship behavior are done based on 3 separate factors; conscientiousness, civic virtue and courtesy-altruism.

Miller (1983) categorized corporate entrepreneurship under three different categories; risk taking, proactiveness and radical product innovation. After the factor analysis proactiveness and risk taking are loaded in the same factor. As a result, all related analyses are done based on 2 factors, innovativeness and "risk taking-proactiveness".

The scale of Victor and Cullen (1988) for ECQ (Ethical Climate Questionnaire) is used to measure the ethical climate dimension. That typology of ethical climates has three bases of moral judgement: egoistic, benevolence and principle. Victor and Cullen (1988) typology analyses these three dimensions (egoistic, benevolent, principled) under three locus; individual, local and cosmopolitan. In our analysis, only principled-local lotus dimension is taken under consideration.

Results

Kaiser-Meyer-Olkin (KMO) measure is 0.92, which is > 0.50, and the Bartlett's test of sphericity is found significant (<0.05), so there is no need for kurtosis and skewness analysis because the set of variables is homogenous. The explanatory power of the hole model (how % all independent variables explain the dependent variable) is 66.9 %.

Descriptive Statistics

Descriptive characteristics of the respondents were summarized as shown in Table 2. Among the 569 respondents 41.1% were females; 38.3 % of the sample is accumulated between the middle-age group (30-45 years), the other 21.6 % forms the youngest (below 30) and oldest (above 45) sample population. Educational levels were generally high; 68.7 % of the sample has university and master degree. In addition to these, the majority of the respondents are placed in middle-level managerial positions with 48.3 %.

Table 2 Respondents' profile

Variables	Frequency	Percentages (%)
<i>Gender</i>		
Female	234	41,1
Male	335	58,9
<i>Age</i>		
29 and under	93	16,3
30-45	218	38,3
46 and above	30	5,3
Non-response	228	40,1
<i>Educational level</i>		
Elementary school	20	3,5
High school	92	16,2
College	55	9,7
University	300	52,7
Graduate school	91	16,0
Non- response	11	1,9
<i>Occupation</i>		
Mid-level managers	104	4,9
Upper-level managers	143	8,1
General manager	389	5,8
Owner/Partnership	54	81,1
Others	159	27,9
Non-response	52	9,1

Exploratory Factor Analysis

All variables except principled ethical climate variable are operationalized as a second-order factor model. To assess the reliability and validity of the measurement model, first 49 items in total with 6 ethical climate items, 16 job satisfaction items (3 items for job it-self, 3 for working conditions, 3 for promotion, 2 for payment and 3 for management sub-dimensions), 16 organizational citizenship behavior items (4 items each for courtesy, altruism, civic virtue and conscientiousness), 11 corporate entrepreneurship items (6 items for innovativeness, 3 items for proactiveness, and 2 items for risk-taking) were analyzed by exploratory factor analysis using varimax rotation and the missing values in the data set are substituted with a series of mean. The initial analysis resulted in ten factors with 42 items in total; one item from ethical climate is not loaded correctly so it is measured with 5 items. For job satisfaction, 2 items under relationship with colleagues are dispersed under different factors with low factor loadings so it is eliminated; working condition and promotion are loaded under the same factor with 6 items. For OCB, courtesy and altruism variables are loaded under the same factor with 6 items, 2 items from courtesy and 1 item from civic-virtue are not loaded correctly. Also, one question is eliminated from civic virtue. For corporate entrepreneurship proactiveness and risk taking were loaded under the same factor with 4 items, because one item from proactiveness is lost.

Factor loadings for ethical climate were between 0.585 and 0.788. Factor loadings for job satisfaction sub-dimensions were between 0.718 and 0.773 for job it-self, 0.583 and 0.655 for working condition/promotion, 0.765 and 0.770 for payment, 0.716 and 0.747 for management. Factor loadings for organizational citizenship behavior sub-dimensions were between 0.580 and 0.761 for courtesy/altruism, between 0.673 and 0.810 for conscientiousness, between 0.565 and 0.691 for civic virtue. Factor loadings for corporate entrepreneurship were between 0.632 and 0.799 for innovativeness, between 0.568 and 0.832 for risk taking/proactiveness.

Hypothesis Analysis

To test the proposed hypothesis totally 600 responses gathered from the Turkish firms via mail-questionnaire. These firms are chosen because of their sophisticated business activities and differences in their competition, profitability, organizational culture and management. These variations were desirable to provide a reliable test of the hypotheses. To test the hypothesis, four moderated regression analyses were performed (Cohen and Cohen 1983). For each of the study's dependent variables, the analysis progressed in four steps.

First, to test the effect of job satisfaction (JS) and corporate entrepreneurship (CE) on organizational citizenship (OC) separate regression analyses between JS-OC and CE-OC are performed. Moreover, to test the mediator effect of job satisfaction between CE and OC, the dependent variable (Y_{ij}) was regressed on the JS and CE variables. Model-1, therefore, was as follows: $Y_{ij} = (JS, CE)$.

Second, to test the moderator effect of principled-local lotus of ethical climate on OC, Model 2 was developed by adding the measures for PLEC (principled local ethical climate) and two interaction terms created by multiplying JS and CE mean center variables (mcvCE and mcvJS) with mcvPLEC. Model-2 was as follows: $Y_{ij} = (JS, CE, PLEC, CE*PLEC, JS*PLEC)$.

Third, to test the possible curvilinear relationship between JS, CE and OC, Model 3 was $Y_{ij} = (JS, CE, PLEC, JS^2, PLEC*JS^2, CE^2, PLEC*CE^2)$.

Finally, the moderator effect was analyzed by comparing the R^2 s for Model-2 and Model-3 (Cohen and Cohen 1983). If the partial F-value associated with the change in R^2 was significant, then the moderator effect was significant. The results from these analyses are presented in next section.

Hypothesis Testing Results

As shown in Table 3, proposed H1 is supported, job satisfaction is significant ($\beta = 0.551, p < 0.01$) and positively related to organization citizenship and explained 30.3% of variance in OC. H2 is also supported, corporate entrepreneurship is significant ($\beta = 0.371, p < 0.01$) and positively related to organization citizenship and explained 13.6% of variance in OC. H3 is supported since CE is significant ($\beta = 0.562, p < 0.01$) and positively related to job satisfaction and explained 31.4% of variance in JS.

Mediator and moderating effect results as shown in Table 3 as a general and in Table 4 within detailed sub-dimensions; presents the related hypothesis findings for this study. After including both of the independent variables; corporate entrepreneurship and job satisfaction simultaneously in the regression with organizational citizenship, H4 is also supported since CE positive effect on OC decreases dramatically from 0.37 to 0.09, so job satisfaction becomes a mediator.

As predicted in H5, $Y_{ij} = (JS, CE, PLEC, CE*PLEC, JS*PLEC)$, the interaction term mcvPLEC*mcvJS was significantly ($\beta = -0.168, p < 0.01$) but negatively associated with OC, so H5 is partly supported. Principled-local ethical climate plays a moderator role between JS and OC, however opposite to our prediction it weakens the positive effect of JS on OC.

Same regression equation $Y_{ij} = (JS, CE, PLEC, CE*PLEC, JS*PLEC)$ is used to test the moderator effect of principled-local ethical climate on the CE and OC relationship. The result supports H7, the interaction term mcvPLEC*mcvCE was significantly ($\beta = 0.09, p < 0.05$) and positively associated with OC, meaning that PLEC strengthens the positive effect of CE on OC behaviour.

H6 and H8, $Y_{ij} = (JS, CE, PLEC, JS^2, PLEC*JS^2, CE^2, PLEC*CE^2)$ is partly supported. The results provide some support for the predicted curvilinear relationship between JS, CE and OC. Interaction term (mcvPLEC*mcvCE²) did not have a significant coefficient ($p > 0.05$), meaning that PLEC does not possess any curvilinear effect on the relationship between CE and OC. Other interaction term (mcvPLEC*mcvJS²) had negative and significant ($\beta = -0.15, p < 0.01$) coefficient in OC equations, instead of a positive effect as predicted, so H6 is partly supported but H8 is rejected.

In conclusion, PLEC has a reversed curvilinear effect on the relationship between JS and OC; the positive effect of JS on OC, will be diminished up to a certain level at the beginning and then it will begin to reincrease incrementally from that level. The reason for that, from a certain point, strong written ethic rules might reduce the flexibility on the job and co-operation of the employees with other colleagues and managers. The situation will bring standardization in the long-term and might inhibit creativity and open-

communication in different levels. As a result, employees are not going to show any effort to be involved in OC behaviors in front of strongly pre-defined written forcing ethic rules like helping other workers, cooperating with them, avoiding conflicts, and participating in extra activities which are on behalf of the firm. At the beginning, employees will feel being forced to obey written ethic rules only being afraid of staying out of the required borders. However, by the time these rules will create a positive working environment inhibiting opportunistic behaviors and reincrease the positive effect of JS on OC behaviors.

Table 3 Relationships between the main constructs in the research model

<i>Model 1: (linear regression + moderator effects)</i>				
	Courtesy / altruism	Civic virtue	Conscientiousness	Organizational citizenship
Innovativeness	0.15**	0.30**	0.27**	
Risk taking / proactiveness	0.02	0.13**	0.04	
Management satisfaction	0.08	0.17**	0.06	
Job it-self satisfaction	0.05	0.13**	0.13**	
Payment satisfaction	0.003	0.05	0.04	
Colleagues satisfaction	0.15**	0.12**	0.2**	
Company policy (§)	0.04	0.24**	0.12*	
Principle ethical climate (linearmod, curvilinearmod)	0.02,0.012	0.14**,0.12**	0.09*,0.097*	0.13**, 0.12**
JS				0.55**
CE (JS moderator effect)				0.37**
PLEC*JS	(-)0.09	(-)0.11**	(-)0.13**	(-)0.17**
PLEC*CE	0.03	0.06	0.095*	0.09*
JS squared	(-)0.23	0.52	0.21	0.16
CE squared	0.66*	0.29	(-)0.13	0.48*
JS squared*PLEC	(-)0.07	(-)0.12**	(-)0.12*	(-)0.15**
CE squared*PLEC	(-)0.03	0.02	0.09	0.04
R ² -corporate entrepreneurship	0.025	0.15	0.083	
R ² -job satisfaction	0.056	0.286	0.154	
<i>Model 2: (mediating effects)</i>				
	Courtesy / altruism	Civic virtue	Conscientiousness	Organizational citizenship
Innovativeness	0.06	0.05	0.10*	
Risk taking / proactiveness	0.04	0.11	0.05	
Management satisfaction	0.07	0.16	0.05	
Job it-self satisfaction	0.05	0.13	0.13**	
Payment satisfaction	(-)0.02	0.05	(-)0.01	
Colleagues satisfaction	0.15**	0.12	0.20**	
Company policy (§)	0.01	0.20	0.06	

Notes: (§) company policy consists "promotion and working conditions satisfaction". **Correlation is significant at the p<0.01 level and *Correlation is significant at the p<0.05 level.

The overall curvilinear relationship between the model variables is tested by comparing their R² values. The R² of the first model (H5, H7); the moderating effect of ethical climate on the relationship between JS, CE and organizational behavior; Yij=(JS, CE, PLEC, CE*PLEC, JS*PLEC) and the R² of the second model (H6, H8); the curvilinear relationship between JS, CE and OC under the moderating effect of PLEC; Yij= (JS, CE, PLEC, JS², PLEC*JS², CE², PLEC*CE²), are found as 0.336 and 0.334 in sequence. As a result, it is concluded that there is no any clear definite curvilinear relationship between JS, CE and overall OC because R², explanatory power of the second model is slightly less than the first one.

Briefly, this study results suggests that; PLEC has a linear moderator effect on the relationship between CE and conscientiousness only, rather than on the relationships among CE, and other OC behaviors like altruism and civic virtue. Moreover, PLEC does not have any curvilinear moderator role on any of the relationships among CE and OC behaviors (altruism, conscientiousness, and civic- virtue). Withal under JS-civic virtue and JS-conscientiousness relationships, PLEC plays a moderator role, but in opposite way of what is expected. Instead of strengthening, it weakens the relationships between these variables. The

reason why is explained under discussion part. Additionally, PLEC has a curvilinear moderator effect on JS and civic-virtue and JS and conscientiousness relationships, since up to a certain point, PLEC reverse, and diminish the positive effect of JS on both civic virtue and conscientiousness, then reincrease it again. There is no any linear or non-linear moderator effect of PLEC on altruism.

Table 4 Detailed hypothesis test results of research model’s sub-dimensions

Hypotheses relationship		Result
	<i>Job Satisfaction (sub-dimensions)</i> → <i>Organizational Citizenship (sub-dimensions)</i>	
	Job it-self satisfaction N.S.	
	Management satisfaction N.S.	
H1a)	Company policy (\$) N.S.	Courtesy - Altruism Partly Supported
	Payment satisfaction N.S.	
	Colleagues satisfaction **	
	Job it-self satisfaction **	
H1b)	Management satisfaction N.S.	
	Company policy *	Conscientiousness Partly Supported
	Payment satisfaction N.S.	
	Colleagues satisfaction **	
	Job it-self satisfaction **	
H1c)	Management satisfaction **	
	Company policy **	Civic-virtue Partly Supported
	Payment satisfaction N.S.	
	Colleagues satisfaction **	
	<i>Corporate Entrepreneurship (sub-dimensions)</i> → <i>Organizational Citizenship (sub-dimensions)</i>	
	Innovativeness **	
H2a)	Risk taking (and) Proactiveness N.S.	Courtesy - Altruism Partly Supported
	Innovativeness **	
H2b)	Risk taking (and) Proactiveness N.S.	Conscientiousness Partly Supported
	Innovativeness **	
H2c)	Risk taking / Proactiveness **	Civic-virtue Fully Supported
<i>H4) mediating effect of Job Satisfaction factors:</i>		
<i>Corporate Entrepreneurship (†)</i>	<i>Job Satisfaction</i> → <i>Organizational Citizenship</i>	
	N.S. Courtesy Altruism	
Innovativeness → <i>Job it-self satisfaction</i>	** Conscientiousness	The sub-dimension of <i>job it-self</i> partly plays the mediating role.
	** Civic-virtue	
Innovativeness → <i>Management satisfaction</i>	N.S. Courtesy Altruism	The sub-dimension of <i>management</i> partly plays the mediating role.
	N.S. Conscientiousness	
	** Civic-virtue	
Innovativeness → <i>Company policy</i>	N.S. Courtesy Altruism	The sub-dimension of <i>company policy</i> partly plays the mediating role.
	N.S. Conscientiousness	
	** Civic-virtue	
Innovativeness → <i>Payment satisfaction</i>	N.S. Courtesy Altruism	The sub-dimension of <i>payment</i> does not play the mediating role.
	N.S. Conscientiousness	
	N.S. Civic-virtue	
	** Courtesy Altruism	The sub-dimension of <i>colleagues</i> plays the fully mediating role.
	** Conscientiousness	
	** Civic-virtue	
<i>The linear moderator effect</i>		
$Y_{ij}=(JS, PLEC, JS*PLEC)$		
H5a)	N.S.	Courtesy - Altruism There is no significant moderating effect of PLEC.
H5b)	**	Conscientiousness Significant but opposite direction of PLEC, for this reason <i>partly</i> supported.
	(-)	
H5c)	**	Civic-virtue Significant but opposite direction of PLEC, for this reason <i>partly</i> supported.
	(-)	
<i>The curvilinear moderator effect</i> $Y_{ij}=(JS, PLEC, JS^2, PLEC*JS^2)$		
H6a)	N.S.	Courtesy - Altruism There is no significant moderating effect of PLEC.
	Job Satisfaction	

H6b)		*	Conscientiousness	There is a significant curvilinear moderator effect.
H6c)		** (-)	Civic-virtue	Significant but opposite direction of PLEC, for this reason <i>partly</i> supported.
<i>The linear moderator effect</i> $Y_{ij}=(CE, PLEC, CE*PLEC)$				
H7a)		N.S.	Courtesy - Altruism	There is no significant moderating effect of PLEC.
H7b)	Corporate Entrepreneurship	**	Conscientiousness	There is a significant linear moderator effect.
H7c)		N.S.	Civic-virtue	There is no significant moderating effect of PLEC.
<i>The curvilinear moderator effect</i> $Y_{ij}=(CE, PLEC, CE^2, PLEC*CE^2)$				
H8a)		N.S.	Courtesy - Altruism	There is no significant moderating effect of PLEC.
H8b)	Corporate Entrepreneurship	N.S.	Conscientiousness	There is no significant moderating effect of PLEC.
H8c)		N.S.	Civic-virtue	There is no significant moderating effect of PLEC.

Notes: N.S. means not supported, **Correlation is significant at the $p < 0.01$ level and *Correlation is significant at the $p < 0.05$ level. (§) company policy consists “promotion and working conditions satisfaction”. (†) risk taking-proactiveness variable was already found insignificant with altruism, conscientiousness and civic virtue OC behaviours under the simple regression model, so has not been taken into consideration. Only the mediating effect of JS between innovativeness and OC behaviour factors (altruism, conscientiousness and civic-virtue) are analysed.

CONCLUSION

Overall results show that both job satisfaction variable except “payment” sub-dimension and only innovativeness sub-dimension of corporate entrepreneurship are positively and significantly correlated with all OCBs (i.e., courtesy-altruism, conscientiousness and civic-virtue). In a study of managers in a large non-profit organization, Deshpande (1996a), found that an organization could influence job satisfaction of its employees, except satisfaction with pay, which may be beyond managerial control, by manipulating the ethical climate. The other corporate entrepreneurship sub-dimension, risk taking-proactiveness, does not show any effect on any of the OCBs.

Principled local ethical climate has a linear moderator effect between CE and OCB; it strengthens the positive relationship between them. However it does not show any curvilinear moderator effect on the relationship between CE and OCB. It is found that principled local ethical climate has both linear and curvilinear moderator effect between job satisfaction and organizational citizenship, but in negative way. On the other hand, at first, strong ethical environment weakens the positive effect of JS on OCB up to a certain level and then reincrease it again incrementally from that level. The reason for that might be “mechanic” company structure of our sampling data; industrial regions manufacturing firms where strong written ethic rules of these companies force employees to obey pre-defined working standards. In this type of companies, principled-local ethic rules lead to more definite job descriptions and more conservative working environment which decrease co-operation, innovativeness, and flexibility. As a result, a good relationship with upper-level management and colleagues is getting harder. Workers began to need less OC behaviors and show less effort for altruism, or consciousness when all other desired conditions are offered and provided for a good job. They do not force themselves to make continue OC behaviors unfortunately. OC behaviors need more time and energy. Moreover, as principled-local ethical climate is getting stronger, the positive effect of JS on OC begins to decrease from a certain point too; because workers feel themselves under pressure of written supreme rules.

Overall, job satisfaction has a mediator role between corporate entrepreneurship and organizational citizenship but only colleague satisfaction plays a mediator role between innovativeness under CE and each of OCB sub-dimensions. As a result, the study helped to find-out the moderator role of ethical climate in the triangle of JS, CE, and OCB relationships.

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