The Relationship between Perceived Organizational Support, Organizational Identification, and Manager’s Ethical Behaviors: A Research in Universities

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Extensive Summary

Although there were few studies on perceived organizational support (POS) until the mid of the 1990’s, studies on POS has increased significantly (Fu et al.,2013; Rhoades and Eisenberger, 2002; Lee and Peccei, 2007). POS refers to “employee’s general belief concerning with the extent to which the organization values their contributions and cares about their well-being” (Eisenberger et al.,1986, p. 500). In this context, when employees perceive that they are supported by their organization, they will respond positive behaviors toward the organization. Based on the results of some researches, evidence were found that the relationship between POS and organizational commitment, job satisfaction, organizational citizenship behavior, job performance, intention to leave the job (Rhoades and Eisenberger, 2002; Wayne, Shore and Liden, 1997; Moorman, Blakely and Niehoff , 1998; Settoon, Bennett and Liden, 1996).

Organizational identification (OI) is one of the basic concepts which is used in organizational behavior literature in order to explain the psychological attachment of the employees to their organization, to understand and analyze the relationship between the individual and the organization (Edwards and Peccei,2010, p.17; Edwards and Peccei, 2007, p.25-26; Ashforth and Mael, 1989; Dutton, Dukerich and Harquail, 1994; Van Knippenberg and Sleebos, 2006; Van Knippenberg, Martin and Tyler, 2006; Wiesenfeld, Raghrum and Garud, 1999; Kreiner and Ashforth, 2004; Taşdan, 2010). OI “is the perception of oneness with or belongingness to an organizations, where the individuals defines him or herself in terms of organization(s) in which he or she is a member” (Mael and Ashforth, 1992). According to the major researches in the literature, there is a relationship between OI and POS (Edwards, 2009; Sluss et al., 2008; Edwards and Peccei, 2010), performance, organizational citizenship behavior, intention to leave (Kreiner and Ashforth, 2004; Van Knippenberg, Martin and Tyler, 2006).
Ethics (also moral philosophy) is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct. The term ethics derives from the Ancient Greek words, which is derived from the word ethos (habit, “custom”). Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment, including fields like Medical ethics. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations. Managerial ethics includes some behavioral principals such as justice and equality, honesty, responsibility, openness and tolerance and so on, not to exhibit some unethical behaviors, such as, discrimination, negligence, selfishness, corruption, embezzlement, sexual harassment, mobbing and so on. Managerial ethics, represents the principles and standards to assist them in solving the dilemmas depending on the conflicts of interest that they may face.

As stated before, there are researches which explain the relationship between POS and OI. But, the relationship between POS and manager’s ethical behaviors (MEB) and the relationship between OI and MEB has not been systematically studied in the literature. Accordingly, it is aimed to study not only the relationship between POS and OI, but also the relationship between POS and MEB and the relationship between MEB and OI in this research. By that way, this study may provide an important contribution to the OB literature.

In this study, the relationship between POS and OI, the relationship between POS and MEB and the relationship between OI and MEB were examined on research assistants who work in eight public universities (Boğaziçi Üniversitesi, İstanbul Teknik Üniversitesi, Yıldız Teknik Üniversitesi, İstanbul Üniversitesi, Orta Doğu ve Teknik Üniversitesi, Ankara Üniversitesi, Hacettepe Üniversitesi, Gazi Üniversitesi) that prove it itself in terms of both institutional and academic performance in Turkey. In this context, the research model and hypotheses developed accordingly are listed below.

![Figure 1. The research Model](image)

- **H1**: There is a positive relationship between perceived organizational support and organizational identification.
- **H2**: There is a positive relationship between perceived organizational support and manager’s ethical behaviors.
- **H3**: There is a positive relationship between manager’s ethical behaviors and organizational identification.
H3: There is a positive relationship between organizational identification and manager’s ethical behaviors.

Purposive sampling is used in this study and 1200 questionnaires were sent to research assistants via e-mail and also distributed by hand. 300 questionnaires were subjected to analysis. Research was carried out between October 2015 and February 2014 (five months). Questionnaire consists of four sections which included the question of POS, OI, MEB and demographic information. According to Table 1, the scale which is used for research is highly reliable.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Number of Items</th>
<th>Cronbach Alfa Coefficients</th>
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<tbody>
<tr>
<td>POS</td>
<td>8</td>
<td>.895</td>
</tr>
<tr>
<td>OI</td>
<td>6</td>
<td>.860</td>
</tr>
<tr>
<td>MEB</td>
<td>6</td>
<td>.919</td>
</tr>
</tbody>
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As a result of correlation analysis (Table 2), there is a positive and significant relationship between perceived organizational support and organizational identification ($r = 0.31, p< 0.01$) (H1). There is a positive and significant relationship between perceived organizational support and manager’s ethical behaviors ($r = 0.72, p< 0.01$) (H2). There is a positive and significant relationship between organizational identification and manager’s ethical behaviors ($r = 0.35, p< 0.01$) (H3). According to these findings, H1, H2 and H3 was accepted.

<table>
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<th>Table 2. Pearson Correlation Analysis</th>
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<tr>
<td>POS</td>
</tr>
<tr>
<td>POS</td>
</tr>
<tr>
<td>OI</td>
</tr>
<tr>
<td>MEB</td>
</tr>
<tr>
<td>** p&lt; 0.01</td>
</tr>
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As a result, there is a positive and significant relationship between POS and OI, POS and MEB, OI and MEB. This study focuses only on these three variables. In other researches, other variables (job satisfaction, intention to leave the job, job performance, organizational citizenship behavior, organizational commitment, organizational based self-esteem,...) can be used by other researchers to explain OI and POS and they may yield significant contributions to the related literature.