

Ethical organizational culture-A way to employee engagement

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EDITORIAL BOARD EXCERPT Initially at the Time of Submission (ToS) submitted paper had a 19% plagiarism, which is an accepted percentage for publication. The editorial board is of an observation that paper had a successive close watch by the blind reviewer's which at a later stages have been rectified and amended by the author (Amandeep and Rajesh) in various phases as and when required to do so. The reviewer's had in a preliminary stages remark with minor revisions which at a short span were restructured by the authors. The comments related to this manuscript are tremendously noticeable related to **Ethical organisational culture-A way to employee engagement** both subject wise and research wise by the reviewers during evaluation and further at blind review process too. The authors have crafted the paper in a structured manner. As the paper suggests that employee engagement is crucial to the success of any organisation. Ethical organisation culture is proved to be an important determinant of employee engagement. The paper contributes significantly in assessing the impact of ethical culture on the employees engagement. Overall the paper promises to open newer facets of studies. All the comments had been shared at a variety of dates by the author in due course of time and same had been integrated by the author in calculation. By and large all the editorial and reviewer's comments had been incorporated in paper at the end and further the manuscript had been earmarked and decided under "**Empirical research paper**".

ABSTRACT Purpose: Employee engagement is crucial to the organization. Engaged employees are dedicated to the work, work with vigor and get absorbed in the work they do. Employee Engagement is a very important issue in fashionable organizations because it is expounded to organizational performance. There are many important factors that affect employee engagement. However, the literature, mostly from developed countries confirms to the key role played by culture towards increased employee engagement. Thus, the study aims to explore the ethical component of culture and its relationship and impact on employee engagement among the teachers.

Design/ Methodology/Approach: The research design of the study is quantitative in nature. Data is collected from 110 respondents including both male and female participants of the refresher course at CPDHE, New Delhi.

Findings: Ethical Organizational culture has been proved an important determiner of Employee Engagement.

Proposed Implications: The organizations will get better understanding of relationship between employee engagement and culture.

Originality value: The study focuses on how culture in organizations impacts employee engagement.

KEYWORDS Ethical Organizational Culture | Employee Engagement | Organizational culture

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Introduction

An engaged worker is one who has the fervor, involvement and commitment towards work and doesn't recoil from 'going an additional mile' for the success of the organization.

A high level of employee engagement is very crucial to the organization. Engaged employees are dedicated to the work, work with vigor and get absorbed in the work they do. Employee Engagement is a very important issue in fashionable organizations because it is expounded to organizational performance.

Engagement, contributes to the well-being of the employees, engaged staff additionally bring substantial edges to a company like low turnover rate, high organizational commitment, raising productivity and performance, (Vance, 2006; Lewis, R., Feilder, & Tharani, 2011; Rasheed, Khan, & Ramzan, 2013).

There are several factors like leader behavior and availability of resources affect employee engagement. However, the literature, mostly from developed countries confirms to the key role played by culture towards increased employee engagement

As Alfes et al. (2013) recommend, 'more analysis is required to explore the options of the operating surroundings that will be relevant in guiding and focusing individuals' levels of engagement in positive ways in which. It's found that ethical organizational culture is one such option.

But, is the necessity of having engaged employees limited to business organizations only and not in vital sector like education?

In the words of Dr. Pranab Mukherjee, Former President of India,

'Teachers influence the lifetime of students by being their role models. They're the beacons of

sunshine who guide and inspire students throughout their tutorial life and, many times, even on the far side. Republic of India nowadays wants more competent and willing lecturers to dedicate themselves to up the quality and quality of education being presently imparted.'

Thus, this paper aims to explore relationship between of ethical work culture and employee engagement among the teachers

Employee Engagement:

Employee engagement is defined by Schaufeli et al. (2007) as an optimistic, rewarding, work-related frame of mind described by vigor, dedication and absorption.

Vigor is incontestable through showing hyped levels of drive and mental resilience at the work place likewise as a want to devote effort in what one is doing at work and their disposition to beat issues.

Dedication refers to robust participation in the work that one does and getting a experiencing a feeling of meaning, zeal, stimulation, challenge and pride.

Absorption is being able to fully concentrate as well as engross oneself to the work and one finds that time passes very fast and one has difficulties disengaging for work.

Ethical Organizational culture

Hofstede (2003) defined culture as principles and applications of an organization which differentiates it from others. The principles and applications of anywhere of labor verify however staff carry themselves with one another and with the external parties and so choose a way to become involved in productive assignments. He declared that domestic and regional factors have an element to play in influencing a culture of any organization and eventually impact the actions of staff therein organization.

Ethical Organizational culture as a collection of values, norms and techniques plays a significant role in made performance of corporations. The Organizational culture is one amongst the most issues of workers concerning the standards of their work.

Review of Literature

Ethical Organizational Culture

Sims and Brinkmann (2003) described Enron's ethics as "the ultimate contradiction between words and deeds, between a deceiving glossy facade and a rotten structure behind". Enron executives created an organizational culture that valued profits (the bottom line) over ethical behavior which eventually led to the collapse of Enron. This paper clearly demonstrates how the organizational culture effects ethics of its employees.

Positive Ethical organizational cultures buffer ill effect of bad news during change processes French & Holden (2012). This means that once workers understand an Ethical Organizational Culture as positive, they reply to modification and build change management attainable. Findings of this research states that developing an organizational culture that values positive organizational behavior can transform the way that "bad news" messages are crafted and received in the workplace and would eventually help in having a good work culture.

Carsten and Uhl-Bien (2013) posit that employees must be trained to exhibit and display moral behaviors. They must also be encouraged to take a stand in the face of ethical violations. Authors asserts that if leaders need their organizations to run ethically, then it's up to them to model that moral behavior. Such an ethically junction rectifier organization will function a model for ethical \ leadership to alternative organizations and even the community. Ethical Leadership cultivates believability and respect, for the leaders and also the organization.

Van (2013) concludes that employees drive innovation and move the organization forward where they perceive the Ethical Organizational culture as supportive. Supportive organizational cultures reduce negative work-home spill overs and provide flexible work home arrangements that attract and retain high quality employees concurs.

Riivari et al. (2017) examined how the ethical culture of organizations is related to organizational innovativeness. A positive link was found in the ethical culture of an organization and organizational innovativeness. Ethical culture was found important to behavioral, strategic and process innovativeness. It is suggested that congruency of management, discussability and supportability are the organizational virtues which can most effectively enhance organizational innovativeness, specifically behavioral, strategic and process innovativeness in practice.

Employee Engagement

Arnold Bakker and Wilmar Schaufeli (2008) introduces and defines the concept of employee engagement. It defines it to be a positive, fulfilling, affective motivational state of work-related well-being that is characterized by vigor, dedication, and absorption. The most often used instrument to measure engagement is the Utrecht Work Engagement Scale, a self-report instrument that has been validated in many countries across the world. Research have done intensive work on how engagement differs from related concepts like workaholism, organizational commitment, and has focused on the most important predictors of work engagement. The paper says that work engagement is a very unique concept and is best predicted by job resources like autonomy, supervisory coaching, performance feedback and personal resources like optimism, self-efficacy, self-esteem. Therefore, the paper concludes that it is very important to have a healthy workplace culture that would lead to employee engagement and eventually gives best results from the employees.



Gallup research (2012) examined 49,928 business or work units and included about 1.4 million employees in 192 organizations, across 49 industries, and in 34 countries makes clear that employee engagement strongly relates to key organizational outcomes in any economic climate. This research was basically done to see how the employee engagement affects the business organizations in different economic times. And to know whether it has increased or decreased effect on productivity after the great recession of 2007 to 2009. Results indicate that business or work units that score in the top half of their organization in employee engagement have nearly double the odds of success when compared with those in the bottom half. It also concludes that Employee engagement affects nine performance outcomes including: absenteeism, turnover, shrinkage, safety incidents, quality incidents (defects), customer metrics, productivity and profitability.

Mahatmya et al., (2012) discusses student engagement within specific developmental periods by putting certain the developmental tasks, opportunities, and challenges that are unique to early childhood, middle childhood, and adolescence. Student engagement has been defined on 3 bases: Behavioral engagement, cognitive engagement and emotional engagement. Developmental tasks vary from physical to societal expectations depending on the age. Linking developmental tasks and engagement, there comes out a positive relationship between them. This suggests that in order to adequately capture the multidimensional construct of student engagement, it is necessary to observe the extent to which children and adolescents are involved with their schoolwork and extracurricular activities while also assessing whether one believes that the activities are relevant to their current and future goals

Anitha J (2013). finds out the determinants of employee engagement and its impact on employee performance. Working environment and team and coworker relationship were found to have the major

impact on employee engagement which eventually affects employee performance.

Van Allen (2013) further asserts that engaged employees' performance is consistently levels and this drives invention which moves the organizations forward.

Naidoo and Martins (2014). investigated the relationship between organizational culture and work engagement. Work engagement is said to be linked to a range of business success outcomes thereby making it important. the results conclude that all the dimensions of organizational culture correlate positively with work engagement dimensions. And leadership, management processes and goals, and objectives are important for predicting the dimensions of work engagement. Therefore, it becomes important for the organizations to work on their workplace cultures and on increasing the employee engagement for having better results and higher productivity.

Parent & Richard Lovelace (2015) study examines the connection between employee engagement, positive organizational psychology and an individual's ability to adapt to ongoing organizational change. It concludes that a positive work culture enhances employee engagement and also increases adaptability. It also suggests that organization change can be more difficult for an individual who has a high job engagement because changes might disturb their source of engagement. It also mentions the role of positive psychology in enhancing a good work culture in management and its members. This paper proposes a model that helps in understanding the interrelationships of the elements that are critical to the employee engagement and workplace success.

Ethical Organizational culture and Employee Engagement

Despite the fact that employee engagement is seen as a relatively new field, there are some studies that

have been conducted to study the effect of Ethical Organizational culture on employee engagement.

Alarcon (2010) conducted a study in the context of information technology sector (IT), where employee engagement has been identified as being important to employee productivity and performance, study explored how employee engagement affects perceived job satisfaction. Results indicate that employee engagement had a significant and positive correlation with job satisfaction.

A multilevel investigation by Krog (2014) carried out in 35 Norwegian organizations showed that in order to have a better understanding of factors influencing work engagement overall organizational context in which it is operating must be taken into consideration. Study examined the role of four organizational culture types in facilitating work engagement of employees. It was assumed that the relationship between organizational culture and work engagement would differ depending on culture type. The study found partly significant results for a positive relationship between the clan culture type and work engagement. The findings indicate that clan culture is a moderate predictor of work engagement.

Reis, Trullen & Story (2016) The main factor under study in this paper is the role of authenticity at work. For this the authors have done tests on it using 4 types of perceived organizational culture. These are hierarchical, clan, market, and adhocracy. The purpose was to see how it influence employee's authenticity and how it would affect the employee engagement at work. The sample includes 208 professionals working in a variety of industries in Brazil. Results indicate that environments that are perceived to be more inclusive and participative, and that incentivize autonomy (i.e. clan and adhocracy cultures) neither nurture nor inhibit authenticity. Whereas, cultures perceived to emphasize stability, order, and control (i.e. hierarchy and market cultures) are negatively related to authenticity. In addition,

employees who behave more authentically at work are more engaged with their jobs.

Scope of the Study

Scope of this study is restricted to the teacher participants of the refresher course at CPDHE, New Delhi. Centre for Professional Development in Higher Education (UGC-HRDC) is committed to produce opportunities for professional and career development to academics across the varied universities of India. CPDHE organizes workshops for schools concerned in university and school administration and Orientation/ Refresher courses for academics. Goal of CPDHE is to realize excellence in Higher Education.

This study is being conducted to test an association between ethical Organizational culture and employee engagement among teacher participants of the refresher course at CPDHE, New Delhi.

Objectives of the study

- To study the relationship of perceived ethical organizational culture and employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi
- To study the impact of perceived ethical organizational culture and employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi
- To examine the association between demographic variables (age, gender and work -experience) and perceived ethical organizational culture among the teacher participants of the refresher course at CPDHE, New Delhi

Hypothesis of the Study

H1: Ethical Organizational culture have a significant positive relation with "Vigor" dimension of employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi.



H2: Ethical Organizational culture have a significant positive relation with “Dedication” dimension of employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi

H3: Ethical Organizational culture have a significant positive relation with “Absorption” dimension of employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi.

H4: Ethical Organizational culture have a significant impact on employee engagement among the teacher participants of the refresher course at CPDHE, New Delhi.

H5: There is no significant difference between the levels of perceived Ethical organizational culture among the teacher participants of the refresher course at CPDHE, New Delhi with regard to age.

H6: There is no significant difference between the levels of perceived Ethical organizational culture among the teacher participants of the refresher course at CPDHE, New Delhi with regard to gender.

H7: There is no significant difference between the levels of perceived Ethical organizational culture among the teacher participants of the refresher course at CPDHE, New Delhi with regard to work experience.

Research Methodology

Research Design

The research design of the study is quantitative in nature.

The study being empirical in nature relies both on secondary and primary data.

Secondary source: -The secondary sources include data from various journals, books, online sources and previous researches related to the topic etc.

Primary source: - Standardized questionnaires are used to ask questions from the respondents to explore and collect the information about their perceived behavior towards ethical organizational culture and employee engagement.

Instruments for Data Collection

Individual beliefs about Organizational Ethics scale by Froelich &Kottke(1991).

Utrecht Work Engagement scale (UWES) by Wilmar Schaufeli and Arnold Bakker (2003).

Sample Size

Data is collected from 110 respondents including both male and female participants of the refresher course at CPDHE, New Delhi.

Results of the Study

Table-1

Descriptive Statistics		Frequency	Percentage
Gender	Male	65	59.0%
	Female	45	41.0%
Age	25-30	27	24.5%
	31-35	34	30.9%
	36-40	29	26.4%
	41-45	20	18.2%
	46-50	0	0.0%
	Total	110	100.0%

The above table describes the frequency distribution of the respondents for gender and age category. The total number of respondents are 110, out of which 59% respondents are male and 41% respondents are female. From the total number of respondents 24.5% belongs to the age category of 25 to 30 years, 30.9% of respondents belong to the age category of 31 to 35 years, 26.4% of respondents belong to the age category of 36 to 40 and 18.2% belongs to the age category of 41 to 45 years.

Table-2

Correlation between Ethical Organizational culture and Dimensions of Employee Engagements

Correlations				
		Vigor	Dedication	Absorption
Ethical Organizational culture	Pearson Correlation	.465**	.356**	.286**
	p-value	.000	.000	.002
	N	110	110	110

**Correlation is significant at the 0.01 level (2- tailed).

It is hypothesized that Ethical Organizational culture have a significant positive relation ($r=.465$) with “Vigor” dimension of Employment Engagement among the teacher participants of the Refresher course at CPDHE, New Delhi. Correlation analysis reveals that there is a significant and positive relationship between both. Thus Hypothesis-1 is accepted. The analysis also shows a significant and positive relationship ($r=.356$) between Ethical Organizational culture and “Dedication” dimension of Employee Engagement which make the Hypothesis-2 accepted. When Hypothesis-3 is analyzed then there is found positive and significant relationship ($r=.286$) between Ethical Organizational culture and “Absorption” dimension of Employee Engagement which clears that Hypothesis-3 is also accepted.

Table-3

Regression

Dependent Variable: Employee Engagement

Model Summary				
Model	R	R-Square	Adjusted R Square	Std. Error of the Estimates
1	.495	.245	.238	10.70032

The table shows the multiple regression model summary and overall fit statistics for the dependent variable Employee Engagement. We find that adjusted R square of model 1 is 0.238 with the R^2 0.245. This means that the model explains the 24.5% of the variation in the dependent variable Employee Engagement.

ANOVA						
Model		Sum of Squares	df	Mean Square	F-value	P-value
1	Regression	4006.241	1	4006.241	34.990	.0001**
	Residual	12365.659	108	114.497		
	Total	16371.900	109			

In the ANNOVA table tests whether the overall regression model is a good fit for the data. The table shows that the independent variable statistically and significantly predicts the dependent variable Employee Engagement with $F=34.990$ which was found to be significant at 1% level of significance.



Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t-value	p-value
		B	Std. Error	Beta		
1	(Constant)	18.726	4.376		4.279	.0001**
	Ethical Organization Culture	.331	.056	.495	5.915	.0001**

An unstandardized coefficient explains how much the dependent variable varies with an independent variable when all other independent variables are held constant. The unstandardized coefficient, B_1 for Ethical Organizational Culture is equal to 0.331. This means that increase in the Ethical Organizational Culture leads to the increase in Employee Engagement

with the value of .331 times. Looking at the P value of the t-test for predictors, it can be said that Ethical Organizational Culture contributes to the model. The regression equation for Employee Engagement (Y) and Ethical Organizational Culture (X) is

$$Y = 18.726 + 0.331X.$$

Table-4

One Way ANOVA

Descriptive				
Age Group		N	Mean	Std. Deviation
Vigor	25-30	27	17.5926	6.02086
	31-35	34	14.0882	5.38442
	36-40	29	17.1379	4.90426
	41-45	20	14.7000	5.75006
Dedication	25-30	27	15.5926	5.91777
	31-35	34	14.6765	6.59532
	36-40	29	16.0690	5.33808
	41-45	20	13.6000	7.00676
Absorption	25-30	27	12.5926	4.49152
	31-35	34	12.2647	4.15830
	36-40	29	14.1379	3.76757
	41-45	20	12.9500	5.21612
Ethical Organizational culture	25-30	27	75.7407	21.03220
	31-35	34	73.2941	18.39718
	36-40	29	79.4138	15.34489
	41-45	20	75.9000	18.69956
	Total	110	75.9818	18.29823

ANOVA						
		Sum of Squares	df	Mean Square	F-value	p-value
Vigor	Between Groups	262.052	3	87.351	2.893	.039*
	Within Groups	3200.902	106	30.197		
	Total	3462.955	109			
Dedication	Between Groups	84.796	3	28.265	.735	.533
	Within Groups	4076.622	106	38.459		
	Total	4161.418	109			
Absorption	Between Groups	60.320	3	20.107	1.061	.369
	Within Groups	2009.534	106	18.958		
	Total	2069.855	109			
Ethical Organizational	Between Groups	588.885	3	196.295	.579	.630
	Within Groups	35907.078	106	338.746		
	Total	36495.964	109			

It is hypothesized that there is no significant difference between the levels of perceived Ethical Organizational culture among the teacher participants of the Refresher course at CPDHE, New Delhi with regard to age. Dimension wise findings reveal that vigor is higher in 25-30 and dedication and absorption are found higher in 36-40 age group rather than other age groups. However, the F-value results are found to be significant in vigor. Thus, there is a significant difference between the levels of vigor among the teacher participants of the refresher course at CPDHE, New Delhi with regard to age. Therefore Hypothesis-5 is rejected for vigor.

It is hypothesized that there is no significant difference between the levels of perceived Ethical Organizational culture among the teacher participants of the Refresher course at CPDHE, New Delhi with regard to gender. Value of Ethical Organizational culture is found little higher in female respondents (mean= 77.21) as compared to male respondents(mean = 74.74). However, the difference is not found significant. So, it can be said that there is no significant difference in the levels of perceived Ethical Organizational culture among the teacher participants of the Refresher course at CPDHE, New Delhi with regard to gender. Thus, Hypothesis-6 is further accepted.

Table 5

Gender Difference on Ethical Organizational culture

	Gender	N	Mean	Std. Deviation	t- value	p-value
Ethical Organizational Culture	Male	65	75.15	18.34	0.569	.571
	Female	45	77.17	18.36		



Table-6
Work Experience

Descriptive					
Work experience	N	Mean	Std. Deviation	Std. Error	
Vigor	5-10	30	13.2333	5.85858	1.06963
	10-15	29	16.3103	6.59060	1.22384
	15-20	27	17.2593	4.75227	.91457
	20-25	19	16.7368	4.40760	1.01117
	>25	5	18.2000	1.30384	.58310
Dedication	5-10	30	11.8667	6.45800	1.17906
	10-15	29	14.5517	6.22544	1.15604
	15-20	27	15.9630	3.35676	.64601
	20-25	19	17.4737	6.31901	1.44968
	>25	5	23.4000	3.91152	1.74929
Absorption	5-10	30	11.7333	4.36233	.79645
	10-15	29	12.5172	4.57962	.85041
	15-20	27	12.5926	3.62957	.69851
	20-25	19	14.4737	3.99122	.91565
	>25	5	19.2000	1.48324	.66332
Ethical Organizational culture	5-10	30	66.6333	15.81244	2.88694
	10-15	29	79.1724	20.26268	3.76269
	15-20	27	77.6667	14.85572	2.85898
	20-25	19	84.0000	20.57777	4.72086
	>25	5	74.0000	6.20484	2.77489
Employee engagement	5-10	30	36.8333	13.84417	2.52759
	10-15	29	43.3793	13.13777	2.43962
	15-20	27	45.8148	6.91730	1.33123
	20-25	19	48.6842	8.14489	1.86857
	>25	5	60.8000	4.32435	1.93391

It is hypothesized that there is no significant difference between the levels of perceived Ethical Organizational culture among the teacher participants of the Refresher course at CPDHE, New Delhi with regard to work experience. Dimension wise findings reveal that Dedication is higher in respondents with more than 25-year work experience. However, the F-value results are found to be significant in all the dimensions and with organizational culture, these dimensions also had significant interlinks. Thus, Hypothesis-7 is not accepted.

Suggestions:

- There must be clearly define code of ethics in the form of ethical policies and these ethical policies must be easily accessible and communicated to each and every employee in the organization. Employees must be encouraged to do ethical decision making.
- Work ethics assessment should be there, that may reveal the employee orientation and attitude about ethics.
- There must be counselling and training sessions for the employees who are facing ethical dilemmas.
- Employees behavior must be made ethics sensitive by conducting ethical discourses on “what is right” and “what is wrong” in the context of a particular situation or situations.

ANOVA						
		Sum of squares	df	Mean square	F-value	p-value
Vigor	Between groups	307.712	4	76.928	2.560	.043*
	Within Groups	3155.243	105	30.050		
	Total	3462.955	109			
Dedication	Between Groups	793.879	4	198.470	6.188	.0001**
	Within Groups	3367.539	105	32.072		
	Total	4161.418	109			
Absorption	Between Groups	292.691	4	73.173	4.323	.003**
	Within Groups	1777.163	105	16.925		
	Total	2069.855	109			
Ethical Organizational culture	Between Groups	4234.859	4	1058.715	3.446	.011*
	Within Groups	32261.105	105	307.249		
	Total	36495.964	109			
Employee engagement	Between Groups	3467.926	4	866.982	7.055	.0001**
	Within Groups	12903.974	105	122.895		
	Total	16371.900	109			

Limitations

1. The present study has taken for teachers. The same study can be conducted for other level of employees of the organizations
2. Large sample of respondents can be facilitating in validating the findings.
3. The study can be replicated elsewhere in a different geographical area for further generalization.
4. More dimensions of Ethical Organization Culture and Employee Engagement can be taken to study further on the same topic.
5. The relationship between various variables could further be explored by comparing the service and manufacturing organizations.

Conclusion

By summing up, it can be said that Ethical Organizational culture has been proved as an important determiner of Employee Engagement Understanding the essence of the culture of organization and its values always facilitate the adaptation of the organizations in a time of global economy and tumultuous economic environment. Positive Ethical organizational cultures buffer ill effect of bad news during change processes. This means that when employees perceive an Ethical Organizational culture as positive, they respond to change better and make change management possible.

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I (Amandeep Nahar), the undersigned author(s) of the manuscript entitled "Ethical organizational culture-A way to employee engagement" hereby declare that the above mentioned manuscript which is submitted for publication in the Global journal of Enterprise information system in its Volume-10, Issue-4, Oct-Dec, 2019 is my original research work and ongoing study. The present research work is a sequel to my old research and linked with my previous first hand information collected in due course which is a prerequisite for this study. Thus some of the contents might be overlapped and may be a necessity for accomplishing this paper hence would be affect the originality in a petty manner and its percentages

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Annexure 1



Urkund Analysis Result

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Submitted:	8/1/2019 12:25:00 PM
Submitted By:	amandeeptnagar@gmail.com
Significance:	19 %

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