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## (Un)Ethical Organizational Intentions Influence both Types and Range of Turnover Intention: Testing a Multi Variable Hypotheses Model in the UK and Greece

### OLGA MOUTOUSI

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**Abstract**

This study linked the research topics of business ethics and employee turnover as both are of great interest from an academic as well as practical perspective. The aim of this study was to investigate particular issues that required further attention, thus contributing to the knowledge in the areas of turnover and ethics in organizations. The main objectives of the current study were twofold in both theoretical and practical terms. First, to develop a comprehensive and multi-foci theoretical framework that links turnover and organizational ethics. From a virtue ethics point of view and drawing on Social Identity Theory and organizational identification as a theoretical background, two research questions are addressed and answered in the theoretical paper: (a) how do the (un)ethical organizational intentions perceived by employees within different social groups influence turnover intention? And (b) what particular social groups do people choose to leave or prefer to stay with when they are experiencing (un)ethical organizational intentions?

Second, to develop and test a multi-variable research model that will advance previous knowledge on embedding ethics into organizations. The model puts forward how various aspects of organizational ethics, namely, ethical leadership, ethical climate, and corporate social responsibility, may influence employee intentions to leave the organization through specific socio-psychological pathways.

Taken together, this study expands the existing literature and also provides a fruitful basis for future research and practical implications. It advances our knowledge on the impact ethics have within an organization and on how to manage undesirable turnover more effectively based on ethical conduct in organizations.

# (Un)Ethical Organizational Intentions Influence

# both Types and Range of Turnover Intention

## Testing a Multi Variable Hypotheses Model

## in the UK and Greece

# By

# Olga Moutousi

**Thesis is submitted in partial fulfilment of the requirement necessary
for the Doctor of Philosophy in Business Studies**

**Department of Management and Marketing**

**Durham Business School**

**Durham University**

**Mill Hill Lane**

**Durham, DH1 3LB**

**United Kingdom**

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# Contents

**Table of Contents**

**List of Tables**

**List of Figures**

**List of Boxes**

**List of Abbreviations**

**Declaration**

**Statement of copyright**

**Acknowledgements**

# Table of Contents

## *CHAPTER 4*

## *DISCUSSION AND CONCLUSION*     194

### *Appendices*

# List of Tables

## Chapter 3: Organizational Ethics Influence on Job and Organizational Turnover Intention: A Multi-Variable Hypotheses Model

# List of Figures

## Chapter 3: Organizational Ethics Influence on Job and Organizational Turnover Intention: A Multi-Variable Hypotheses Model

# List of Boxes

## Chapter 2: Ethics in Organization Influencing both Level and Range of Turnover Intention

# Abbreviations

| | |
|---|---|
| **CFA:** | Confirmatory Factor Analysis |
| **CFI:** | Comparative Fix Index |
| **CSR:** | Corporate Social Responsibility |
| **EC:** | Ethical Climate |
| **EL:** | Ethical Leadership |
| **EP:** | Ethics Position |
| **EU:** | European Union |
| **GDP:** | Gross Domestic Product |
| **GR:** | Greece |
| **ID:** | Idealism |
| **JI:** | Job Insecurity |
| **JTI:** | Job Turnover Intention |
| **LFS:** | Labor Force Survey |
| **LMX:** | Leader-Member Exchange |
| **M.I.:** | Modification Indices |
| **ORTI:** | Organizational Turnover Intention |
| **PAC:** | Perceived Affective Commitment |
| **PEP:** | Perceived External Prestige |
| **PR:** | Perceived Respect |
| **RE:** | Relativism |
| **RMSEA:** | Root Square Error of Approximation |
| **SD:** | Standard Deviation |
| **SEM:** | Structural Equation Modelling |

**SIT:**      Social Identity Theory

**SRMR:**    Standardized Root Mean Square Residual

**TLI:**      Tucker Lewis Index

**UK:**      United Kingdom

# Declaration

I hereby declare that this thesis does not contain material which has been previously submitted for a degree in this or any other institution. The material within this thesis is the sole ownership of me, the author. Please, do not quote without my consent.

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# C H A P T E R  1

## The Context

## 1. Significance of the Current Study

*Although organizations become more diverse, more global, and often face restructuring etc., they do not disappear. There must be - even in organizations undergoing enormous amounts of change - people who are the organization.*

(Van Dick, 2004: 172; based on Meyer & Allen (1997))

*Far from being "dead," the study of character and virtue in organizational studies is very much alive.*

(Wright & Goodstein, 2007: 950)

The statements above are the starting point of the current study. This study is based on people's perceptions of organizational attributes and behaviors with regard to ethics, and employee turnover intention as a possible result of these perceptions. The current chapter aims to introduce the purpose and the importance of the study, thus facilitating the understanding of the theoretical framework and the empirical research presented subsequently.

In the succeeding sections, I introduce the key topics of voluntary turnover and ethics in organizations, and present the arguments for further exploring the phenomenon of turnover and how it is related to business ethics. I demonstrate the significance of linking these two research topics, as both are of great interest from an academic as well as a practical perspective. Further, I outline which theoretical background this thesis draws on, namely, Social Identity Theory (SIT). Finally, I critically review the existing literature and identify the particular issues that still require further attention. The aim of this study is to further investigate some of these

issues, thus contributing to the knowledge in the areas of turnover and ethics in organizations.

## 1.1 Employee Turnover

In general, employee voluntary turnover - in the following, I will use this term as synonymous with turnover - is an employee's decision to leave a job or terminate the employment relationship voluntarily (Dess & Shaw, 2001; Schyns, Torka, & Gössling, 2007). Turnover is usually problematic and critical for both the individuals and organizations (Holtom, Mitchell, Lee, & Eberly, 2008; Maertz, Griffeth, Campbell, & Allen, 2007; Mitchell, Holtom, & Lee, 2001; Shaw, Delery, Jenkins, & Gupta, 1998). This is due to the high costs related to employees quitting and the negative effects on organizations and employees (Harris, Kacmar, & Witt, 2005; Mitchel et al. 2001; Van Dick, Wagner, Stellmacher, & Christ, 2004). First, turnover is responsible for costs that are visible and easily quantifiable such as costs of hiring or temporarily replacing employees, advertising posts, or interviewing, selecting and training newcomers. Other relevant costs are hidden and hardly quantifiable such as loosing knowledge, expertise, experience, relationships or decreasing services quality and increasing accident rates (Hom, Mitchell, Lee, & Griffeth, 2012; Mitchel et al., 2001). For instance, the costs related to the productivity because of the departure of qualified employees are part of the total cost of turnover (Dess & Shaw, 2001; Palanski, Avey, & Jiraporn, 2014). In turn, skilled employees may convey their expertise and experience to rivals in business (Carmeli & Weisberg, 2006; Mitchel et al., 2001). Literature also points out the negative effect of turnover on the performance of the whole organization (Dess & Shaw, 2001;

Holtom et al., 2008; Shaw, Gupta, & Delery, 2005). Therefore, voluntary turnover is undesirable because of its consequences for the future of the organization (Carmeli & Freund, 2002; De Moura, Abrams, Retter, Gunnarsdottir, & Ando, 2009; Hom et al., 2012; Mitchel et al., 2001; Moore, 2000; Schyns et al., 2007; Van Dick et al., 2004; Zhao, Wayne, Glibkowski, & Bravo, 2007), and organizations should try to avoid or reduce it, thus decreasing its negative effects (Carmeli & Weisberg, 2006; Holtom et al., 2005). Furthermore, turnover is a negative process on a personal level (Holtom, Mitchell, Lee, & Inderrieden, 2005; Holtom et al., 2008; Mitchell et al., 2001). This can be explained by the time and energy that an employee needs to devote to searching for a new job (Holtom et al., 2008) and the feelings of stress and uncertainty related to the new working conditions (Holtom et al., 2008; Mitchell et al., 2001).

In contrast to the undesirable and negative turnover, there is functional and desirable turnover, namely, when poor quality employees rather than qualified and highly productive personnel quit (Holtom et al., 2008; Dess & Shaw, 2001; Schyns et al., 2007). Also, at an individual level, turnover may reflect positive elements such as employee flexibility and responsiveness, and the avoidance of instability and unemployment, especially in an era of economic crisis (Schyns et al., 2007).

Holtom and colleagues (2008: 232) characterize turnover as a vital bridge that links employees' experience with the success of the organization. In critically reviewing the existing literature, the authors conclude that "turnover has emerged as an interesting, complex process with multiple indicators and outcomes" (p. 234). The continuously changing and dynamic environment of the economy, technology, and business enforce a deeper research of the phenomenon of turnover, even though it is one of the most popular research topics (Holtom et al., 2008). Retaining the best

qualified employees still remains a great challenge for organizations (Carmeli & Schaubroeck, 2005; Carmeli & Weisberg, 2006; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Holtom et al., 2008; Liu, Mitchell, Holtom, & Hinkin, 2012; Mitchel et al., 2001) in order to avoid expenses, preserve human capital (Holtom et al., 2005; Holtom et al., 2008), sustain organizational performance (Liu et al., 2012) and organizational success (Holtom et al., 2008), and successfully adapt to changes (Chen et al., 2011). This is very important especially in the current era of economic crisis which has led to various organizational restructures such as downsizing and outsourcing. Such a turbulence in the economy (Direnzo & Greenhaus, 2011) has changed employees' perceptions of their relationship with employer organizations as well as their behaviour (Zhao et al., 2007). Steel, Griffeth, and Hom (2002) claim that during economic recession and high levels of unemployment not all employees are persuaded not to leave. Especially, those who are qualified and skilled will find it easier to find new employment and might therefore decide to leave a struggling organization. Characteristically, the authors (Steel et al., 2002) quote a former CEO of General Electric, saying that: "In bad economic times you have to take care of your best. Go hug your best. Give them a raise while you're laying other people off."

In summary, turnover phenomenon is of great interest for both the researchers and organizations in order to further understand the psychological process of employee turnover behaviour (Harman, Lee, Mitchell, Felps, & Owens, 2007; Harris et al., 2005; Helm, 2013; Holtom et al., 2008; Hom et al., 2012; Maertz et al., 2007; Palanski et al., 2014; Smith., Amiot, Callan, Terry, & Smith, 2012).

**1.2 Ethics in Organizations**

Scandals in corporations (e.g., Enron, WorldCom, Tyco, HealthSouth, American Insurance Group, Bernie Madoff, Lehman Brothers, and Adelphia) and public organizations (e.g., government, religion, and education) have raised public interest in ethics in business (Bright & Fry, 2013; Kaptein, 2010; Kish-Gephart, Harrison, & Trevino, 2010). As Bright and Fry (2013) argue the societal need and consideration of business ethics has simultaneously increased with the rising business scandals. Kaptein (2010) refers to a number of examples that prove the prevailing awareness of government and non-governmental organizations regarding business ethics. Furthermore, customers and prospective employees are also concerned about ethical aspects in organizations. It seems that public opinion does not treat businesses and organizations as small or larger groups that merely do business and gain profit based on the idea of "doing business for business" (Solomon, 2004; Stanwick & Stanwick, 2013; Trevino & Nelson, 2010). Instead, the public demands organizations to behave as being entities and communities of the broader society with a broad societal cognizance, and having the common well-being as a moral purpose (Kaptein & Wempe, 2002; Solomon, 2004; Stanwick & Stanwick, 2013; Trevino & Nelson, 2010; Wright & Goodstein, 2007). Modern organizations cannot be merely economic institutions but, rather, they are social and human institutions that may affect and serve the society at large (Morse, 1999; Solomon, 2004). In other words, it is an ethical responsibility of organizations to do ethical business (Kaptein & Wempe, 2002). Stakeholders including shareholders, employees, consumers, governments, and the society at large demand organizations to conduct business in a socially responsible manner (Caza, Barker, & Camron, 2004; Trevino, Weaver, & Reynolds,

2006) as they are affected by ethically questionable or unethical organizational behaviours (McKinney, Emerson, & Neubert, 2010).

Furthermore, the current worldwide economic recession and extremely competitive market (Epitropaki, 2013; Karanikolos et al., 2013) seem to have worsened the problem of unethical behaviour in the business world. Independently of arguments that unethical behaviour in the business world is the reason for the emergence of the current economic crisis (Lewis, Kay, Kelso, & Larson, 2010), research findings indicate that the phenomenon of organizational misconduct is a worldwide issue and is getting worse because of the economic crisis (Plinio, Young, & Lavery, 2010). Moreover, increased misconduct has influenced the employees' engagement with their job and the organization (Plinio et al., 2010). In this realm, questions have emerged whether organizational success is related to ethics (Peus, Kerschreiter, Traut-Mattausch, & Frey, 2010); and the answer seems to be that ethics are beneficial for modern organizations (Caza et al., 2004; Peus et al., 2010). That is, they can provide a "stable reference point" to the prevailing turbulent conditions and uncertainty of the modern economy and business world (Caza et al., 2004: 171). Guiding organizations with an ethical perspective is assumed to reduce immoral phenomena (Hansen, Alge, Brown, Jackson, & Dunford, 2013; Plinio et al., 2010; Stouten, van Dijke, Mayer, De Cremer, & Euwema, 2013) and their disastrous effects on organizational reputation, financial performance, and the overall success of the organization (McKinney et al., 2010; Mulki, Jaramillo, & Locander, 2008; Plinio et al., 2010). Overall, there is an ongoing research attention on organizational ethics and the (un)ethical behaviour of organizations (Brown & Mitchell, 2010; Hansen et al., 2013; Hoyt et al., 2013; Mayer et al., 2010; Ogunfowora, 2013).

Based on the above discussion, I conclude that a major issue that modern organizations are facing is the provision of a working environment that promotes ethical conduct and prevents immoral attitudes and behavior of its members. In this way, organizations will facilitate the development of members' emotional bonds with the  organization, and thus benefit from  positive outcomes  related to the  overall success of the organization. In the following section, I present the importance of linking both the research topics of turnover and ethics in an organizational context.

**1.3 Linking the Research Topics**

Literature suggests that linking ethics and individual reaction in an organizational context may contribute to the better management of a broad range of organizational issues (Valentine, Greller, & Richtermeyer, 2006). From this point of view, it is worthwhile both for academics or practitioners to explore how the topics of ethics aspects in an organizational context and employee turnover are related. Doing so will advance the knowledge and understanding of how to manage undesirable turnover more effectively and retain talented individuals based on ethical conduct in organizations.

Prior research findings provide some evidence of the relationship between ethics and turnover. For instance, Valentine and colleagues' study findings (2006) showed that the organizational ethical context affects turnover intentions. In particular, corporate ethical values have been found to negatively influence turnover intention and that organizational support partially mediates this relationship. In turn, Valentine, Godkin, Fleischman, and Kidwell (2011) examined the impact of work context, including the organizational ethical values, on turnover intention. The

findings were based on two -sample data from employees of a Health Science Centre and marketing employees from various firms. The hypothesis assuming a negative relationship between corporate ethical values and turnover intention was partially supported as only the findings of the first study were consistent with the hypothesis. Hansen and colleagues' study (Hansen, Dunford, Boss, Boss, & Angermeier, 2011) showed a negative impact of perceived organizational social responsibility on turnover intention. A number of studies have also found that organizational ethical climate is negatively related to turnover intention (DeConinck, 2011; Mulki et al., 2008; Schwepker Jr, 2001). More recently, Palanski et al.'s (2014) findings showed a significant impact of ethical leadership and abusive supervision on employees' turnover intentions.

In sum, the above studies provide clear evidence of the relationship between ethics in an organization and employees' turnover intention, and thus, as a consequence of turnover intention, actual turnover. Consequently, in the first place, the purpose of this study is to link both the research topics of business ethics and employee turnover. Both issues are of considerable importance to organizations as they show strong relationships with positive organizational outcomes and the success of the whole organization. Next, I briefly outline which theoretical background this thesis draws on, namely, Social Identity Theory (SIT).

**1.4 Social Identity Theory (SIT)**

Social Identity Theory (SIT) (Albert, Ashforth, & Dutton, 2000; Hogg & Abrams, 1988; Hogg & Terry, 2000, 2001; Tajfel, 1978; Tajfel & Turner, 1979; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) focuses on individuals' behavior

within social groups as well as intergroup attitudes. It explains people behaviors based on the notion that self-definition is related to group memberships. Thus, SIT discusses social identity as part of one's identity (Van Dick, 2004). Organizations are social groups internally organized and structured through interrelated groups (Hogg, Van Knippenberg, & Rast, 2012; Hogg & Terry, 2000). Therefore, SIT is very relevant in organizational studies as it may predict employee attitudes and behaviors in an organizational context (Ashforth, Harrison, & Corley, 2008; Ashforth & Mael, 1989; Ellemers, Kingma, Van de Burgt, & Barreto, 2011; Haslam & Ellemers, 2005; Korte, 2007; Turner, 2010; Van Dick, 2004; Van Dick et al., 2004; Van Knippenberg, 2000). Albert and colleagues (2000: 13) claim that identity and identification are "root constructs in organizational phenomena" and, thus, related to organizational attitudes and employees' behaviors. Especially, organizational identification is likely to be related to both turnover and ethics in organizations (Brown & Mitchell, 2010; Van Dick at al., 2004).

Indeed, social identification has recently been used by scholars and researchers in the study of organizational behavior (Edwards, 2005; Van Knippenberg & Sleebos, 2006). It seems that, because of the continuously emerging shifts in a globalized and competitive business world, and the current economic crisis, the emotional tie of employees with the organization is becoming more important for the future of the organizations as well as for individuals (Epitropaki, 2013; Van Dick, 2004). As organizations struggle to survive, they now, more than ever, need employees who are strongly identified with the organization, thus supporting and making decisions consistent with organizational goals (Epitropaki, 2013). Also, people may increasingly strive towards being identified with work-related groups as their relationship with organizations is becoming weaker (Van

Dick, 2004) and uncertainty increases "precisely because traditional moorings are increasingly unreliable" (Ashforth et al., 2008: 326).

On the other hand, because of organizational restructuring and increased levels of perceived job insecurity, people may feel that the employer organization does not satisfy their expectations regarding the organizational responsibility and duties, which, in turn, negatively influences their organizational identification (Epitropaki, 2013). Nonetheless, competitive organizations need the best qualified members to cope with the increased demands of continuous change. They need to invest in recruiting and training highly skilled employees, making tenure even more important due to the investment in staff. Based on previous research (Mael & Ashforth, 1992; Knippenberg & Schie, 2000; Van Dick et al., 2004b) one can conclude that, tenure as well as turnover intention are both predicted by organizational identification. This is because, identification is a reason for acting on behalf of a group that is important for one's social identity (Van Dick, 2004). Thus, staying in an organization is an action that may result from one's identification with the organization (Van Dick, 2004). In summary, identification is important in explaining individuals' behavior in an organizational context (Ashforth et al., 2008). As such, the further understanding of the various elements as well as the consequences of organizational identification is of interest in research (Van Dick, Wagner, Stellmacher, & Christ, 2004), especially in turbulent business environments (Cornelissen, Haslam, & Balmer, 2007). In particular, research has expanded on the process of identification and there is an emerging interest in the distinct types of identification in an organizational context such as identification related to working groups (group identity) or to the organization (organizational identity) (Cornelissen et al., 2007). Finally, De Moura et al. (2009) recommended further research into

identification with working groups or departments as well as of identification with turnover intention.

In sum, I consider organizational identification as being crucial in organizational studies since it explains the socio-psychological reality in an organizational context (Haslam & Ellemers, 2005). For this reason, it can serve as providing a solid basis which this study draws on. In the subsequent sections, I critically review the existing literature in turnover phenomenon and ethics in organizations. In particular, I discuss a virtue ethics approach as it is the one which I consider most relevant with respect to turnover intention. Finally, I address specific issues of interest relating to social and organizational identification, and its implications for understanding people's attitudes and behaviors in an organizational context.

## 2. Reviewing Literature

### 2.1 Turnover: A Time-Based Process of Leaving or Staying

Voluntary employee turnover is broadly viewed as behavior (Mobley, Griffeth, Hand, & Meglino, 1979) or as a time-specific event directed towards the physical and psychological separation from the employer organization (Carmeli, 2005; Dess & Shaw, 2001). This occurs on a voluntary basis. In other words, an employee may resign although he [she] is not obliged to do it and has the choice to stay (Mossholder, Settoon, & Henagan, 2005; Schyns et al., 2007). As such, retirement, layoffs, and dismissals are not included in this type of turnover as they reflect involuntary leaving an organization (Price & Mueller, 1981). In the most recent turnover review undertaken by Hom and colleagues (Hom et al., 2012), voluntary turnover is characterized as "a time-based process" starting on the left with

distal influencing antecedents such as job characteristics. In the middle, it continues with attitudinal causes (the intermediate antecedents) such as job attitudes and job embeddedness, and quit intentions (the direct antecedents). Finally, the process ends on the right with a criterion space which contains the actual leaving destinations (Figure 1).

**Figure 1: Turnover Time- Based Process (adapted from Hom et al., 2012: 833).**
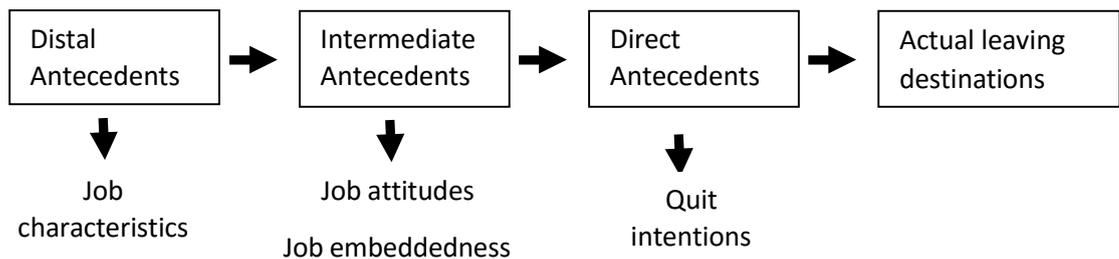


Research also treats turnover as either a dependent variable that needs to be explained or as an aspect of a more general phenomenon such as withdrawal behaviour (Price & Mueller, 1981). Initially, March and Simon (1958) introduced the aspects of perceived desirability and ease of leaving (e.g., alternative perceptions and job search behaviour) as the key factors that negatively influence turnover (Direnzo & Greenhaus, 2011; Hom et al., 2012; Mossholder et al., 2005). Research has focused on job satisfaction and job alternatives as the main antecedents of turnover (Hom et al., 2012; Steel & Lounsbury, 2009). Employees who are satisfied with their job are more likely to stay and less interested in alternative jobs. In contrast, dissatisfied employees, especially those with more options to find other jobs, may leave the organization (Mitchell et al., 2001).

In critically reviewing literature, Holtom et al. (2008) and more recently Hom et al. (2012) presented a comprehensive and unambiguous assessment of the evolution of turnover as a research field. Until the end of the 20th century, a large

number of models aimed to better understand the causes and process of employees' quitting. During this period researchers were striving to answer the question as to why and how people quit the employer organization. Research findings have shown that contextual conditions regarding either the organizational context (e.g., organizational culture and support) or individuals' attributes (e.g., personality and person - job fit) influence employees' turnover intention and actual turnover behaviour. However, the phenomenon was not fully explained during this time period. The majority of the research underpinned perceived dissatisfaction or job alternatives as the main antecedents of turnover behavior while the exploration and understanding of other antecedents has remained insufficient (Hom et al., 2012). It was then that Lee and Mitchell (1994) suggested the unfolding model as an alternative to traditional perspectives. The model introduced multiple paths of the dynamic psychological process of leaving, thus highlighting the complexity of the phenomenon (Harman et al., 2007; Holtom et al., 2008; Hom et al., 2012). In turn, research was expanded to the study of distal causes of turnover and focused on the turnover process and on answering the question of why people stay and not why they leave (Holtom et al., 2008; Hom et al., 2012). For example, Mitchell and colleagues (2001) suggested job embeddedness in order to provide an explanation of people's decision to stay in the organization. Job embeddedness refers to a series of forces that enable feelings preventing employees' leaving such as links (the connections between people), fit (with job and organization), and sacrifice (cost relating to leaving a job). However, most studies treat staying as merely being the opposite of leaving. This means, that if employees are satisfied and there are not many alternatives, then they will stay (Harman et al., 2007; Mitchell et al., 2001). Therefore, for many decades, management focused on job satisfaction in order to

13

reduce undesirable turnover and retain qualified employees (Holtom et al., 2008; Hom et al., 2012). Job satisfaction was explained using an economic perspective and by "throwing money at people" including bonuses, profit sharing or housing allowances (Mitchell et al., 2001). Alternatively, research examined other direct or indirect predictors of turnover such as personal attributes (e.g., personality, person - fit), emotional factors (e.g., stress, burnout), certain events (e.g., pregnancies), and motivational forces (e.g., attachment to supervisor, psychological contract violations) in an effort to explain why people stay or leave (Holtom et al., 2008; Hom et al., 2012; Palanski et al., 2014).

A contrasting view is that the reasons why people leave are not always the same as why they stay (Cho, Johanson, & Guchait, 2009; Harman et al., 2007; Hom et al., 2012; Mitchell et al., 2001; Steel, Griffeth, & Home, 2002; Steel & Lounsbury, 2009). Similarly to Mitchel et al. (2001), Steel et al. (2002) suggested a retention policy formulation process using both the information provided by employees who quit and employees who are still in the organization. Actually, staying and leaving may describe related processes but are not always inverse processes (Steel & Lounsbury, 2009). For instance, internal promotional opportunities may enhance employees' decision to stay but they do not - at least directly - predict the decision to quit (Steel & Lounsbury, 2009). More recently, Hom et al., (2012) expanded the literature on turnover by linking both antecedents of leaving and staying and suggesting different factors that may influence turnover destinations.

In line with the above discussion, I focus here on the various organizational ethical aspects that may differently affect employees' willingness to stay in or leave a particular working environment, thus considering intention to leave or stay in as not being simply inverse processes. In the following section, I explain the reasons as to

why I specifically focus on turnover intention rather than on actual turnover behavior. I also discuss the types of turnover intention that existing literature suggests as distinct constructs.

### 2.1.1 Turnover Intention: The Main Predictor

Turnover intention refers to "the subjective estimation of an individual regarding the probability that she/he will be leaving the organization she/he works for in the near future" (Carmeli & Weisberg, 2006: 193). It is based on the cognition and voluntary desire of leaving (Carmeli & Weisberg, 2006) and refers to thoughts of quitting, intention to search for alternative employment, and intention to quit (Mobley, Horner, & Hollingsworth, 1978). In the above described turnover process (Figure 1), intention to quit represents a withdrawal cognition and attitudinal orientation that influences the subsequent actual turnover behavior (Hom et al., 2012; Blau, Tatum, & Ward-Cook, 2003) more strongly than other comparable variables (Griffeth, Hom, & Gaertner, 2000; Steel, 2002), thus leading to actual turnover (Chen et al., 2011; Falkenburg & Schyns, 2007; Maertz et al., 2007). However, the criterion space at the end of the time-based process, which encompasses the actual leaving destination, underlines that turnover intention cannot be accepted as a substitute or as a surrogate of actual turnover. In other words, even though turnover intention is the final stage before employee actual turnover behavior, the relationship turnover intention - turnover may be mediated or moderated by circumstances such as available alternatives. For example, low rates of employment opportunities or perceived job insecurity may influence in some way the relationship between turnover intention and actual turnover (Hom et al., 2012). In any case, turnover intention can explain a certain portion of the actual turnover (Carmeli & Weisberg,

2006), and this is one reason as to why it is used in this study as the core of the discussion on turnover.

Furthermore, it is more accurate to concentrate on turnover intention rather than on actual turnover for a couple of reasons (Harris et al., 2005). Previous studies suggest that the research of actual turnover does not really help the early prevention of factors that may cause undesirable poor attitudes, which in turn, affect other employees' behaviors. For example, employees' who intent to leave the organization, but still remain, report lower levels of performance and citizenship behaviour (Chen et al., 2011). In addition, turnover intentions better reflect employees' attitudes toward the actual working environment than perceptions of the external conditions of the labour market such as alternative jobs and market tensions (Zhao et al., 2007; Falkenburg & Schyns, 2007). Turnover intention is actually a reaction to a perceived negative experience within the workplace (Zhao et al., 2007). Thus, it seems that it is the perception of employees who are still at work that may provide valuable information about turnover and how to prevent turnover rather than the perceptions of those who have already resigned (Falkenburg & Schyns, 2007; Steel et al., 2002).

**2.1.2 The Distinct Types of Turnover Intention**

The distinction and the examination of constructs related to withdrawal intentions and behaviors can provide a more thorough understanding of the phenomenon of turnover (Blau, 2000, 2007; Holtom et al., 2008). Blau (2000) distinguishes five distinct types of inter-role work transitions: entry/re-entry, intra-company/transfer or job turnover, inter-company or organizational turnover, inter-profession or occupational turnover, and exit or retirement. Consequently, for the purpose of this study, there will be a distinction made with respect to turnover intentions, namely between job, organizational, and occupational/professional

turnover intention (Blau, 1998, 2000, 2007; Blau et al., 2003; Falkenburg & Schyns, 2007; Holtom et al., 2008). In accordance with the definition of turnover intention (Carmeli & Weisberg, 2006), job turnover intention refers to the employees' subjective assessment that they will leave their current job in the near future while they will remain with the current employer organization. Similarly, organizational or occupational turnover intentions refer to the employees' subjective assessment that they will leave the employer organization or their current occupation, respectively, in the near future. Occupational turnover intentions is more difficult than organizational turnover intentions since it is harder to leave an occupation than an organization (Blau, 2000). This is explained by a variety of obstacles related to occupational change such as greater investment (i.e., need to retrain) or limited alternatives within an occupational field (Blau, 2003). Similarly, intention to leave a job (but stay within an organization) is easier than to leave an organization (Blau, 2000, 2007; Blau et al., 2003; Carmeli, 2005).

Consequently, I consider types of turnover intention as being distinguishable and I focus on the various levels of difficulty needed for a decision to leave particular working environments. In the next section, I direct my attention to ethics in organizations and approach the discussion via a virtue ethics perspective. From such a point of view, I discuss specifically how organizational ethics may be related with employees' turnover intention, thus linking ethics in organizations and turnover from a virtue ethics perspective.

## 2.2  Ethics in Organizations

Milton Friedman in his interview to the New York Times Magazine in September, 1970 pointed out that in his book "Capitalism and Freedom" he states that

*"there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."*

From another point of view, separating ethics from business is a wrong approach (Peus et al., 2010). Organizational decisions and actions have a positive or negative impact on a very large number of people in a community including shareholders, employees, customers, and society at large (Morse, 1999; McKinney et al., 2010; Peus et al., 2010). In this sense, organizations need to consider and be responsible to all these people, and thus, ethics are innately related to business (Peus et al., 2010). According to Solomon (2004) the ethical theory in business is not only about how we think of ourselves within an organizational context but also outside of it, thus implying the broader society.

Business ethics have been viewed through three fundamental ethics theories known as deontological, teleological, and virtue ethics, with the two former ones representing the action-based theory and the latter one the agent-based theory (Kaptein, 2010; Klein, 1989; Stanwick & Stanwick, 2013; Trevino & Nelson, 2010). Both deontological and teleological ethics focus on the actions of agents and their effects, thus answering the question "what ought I to do?" (Klein, 1989: 59). The most known teleological theory is utilitarian. This approach argues that the basis for the evaluation of actions and policies is the societal benefits or costs that result

(Wright & Goodstein, 2007). Thus, its core is the notion of utility. Actions affect and add to the community's utility, and they should maximize benefits and minimize harm to society (Stanwick & Stanwick, 2013). In contrast, deontological theory mainly focuses on the relationship between duty and rights. That is, duty rather than 'good' determines the right or wrong (Klein, 1989; Stanwick & Stanwick, 2013). The word deontologist derives from the Greek work *deon* meaning *duty*. Deontological approaches advocate that right decisions and actions should be in accordance with universal ethical principles and values independently of the consequences (Stanwick & Stanwick, 2013). In both theories virtue is not central but rather it serves other moral concepts such as the production of the greatest good for the shake of society or doing the right thing for the shake of duty (Klein, 1989).

The virtue ethics theory is not concerned with either the rightness or the effects of actions (Klein, 1989). It is mainly interested in the integrity and character of actors as well as their motives and intentions. The intention and efforts of being a good person and a moral agent who behaves ethically is the main concern of the virtue ethics approach (Stanwick & Stanwick, 2013). Virtue theory is inspired by the Greek philosopher Aristotle, who introduced virtues as a good character's traits and qualities that guide moral actions (Arjoon, 2000; Morse, 1999; Solomon, 2004). Surendra Arjoon (2000: 173), in discussing virtue theory as a dynamic theory, concluded that virtue theory is "a more appealing, practical, unified and comprehensive theory of ethics in business than traditional approaches". More recently, Robert Audi (2012) pointed out the apparent importance of moral virtues. He argued that virtue ethics are a resource in business and thus, that it is very relevant to the business practices.

### 2.2.1 A Virtue Ethics Approach

The public social claim regarding ethics in business underpins the relevance of virtuous organizations and their ethical character (Provis, 2010; Bright & Fry, 2013). Organizational character is defined as the organizational elements "subject to change and evolution as an organization responds to pressing contingencies" (Wright & Goodstein, 2007: 939). It can reflect a virtuous organization when it promotes ethical attitudes and behaviors, and restrains immoral actions; or, it may reflect a morally wrong organization characterized by vice (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). Wrong organizational morality inhibits ethical attitudes and behaviors by promoting unethical conduct and illegal actions that are unwelcomed and rejected by the public as morally inappropriate (Brown & Mitchell, 2010).

Theoretical approaches to virtue ethics have developed during the last three decades in both the philosophical and organizational areas of study (Bright & Fry, 2013). Here, virtue is considered as a property of one's character (Bright, Winn, & Kanov, 2014). The word virtue derives from the Greek word *arete* meaning *excellence*. In contrast to the teleological and deontological approaches, virtue ethics theory concentrates on the agents' character and disposition and their ability to produce great goods, thus, pursuing excellence by conducting moral actions. Agents may be either individuals or groups or even larger entities and communities like organizations or corporations (Kaptein, 2010; Kaptein & Wempe, 2000; Klein, 1989; Solomon, 2004). A virtue ethics approach argues that it is the virtues of organizations, similar to individuals' virtues, which characterize an ethical organization. In this sense, virtues are the core organizational elements that determine an organization as a morally and socially responsible agent with a great concern for

its members and other stakeholders (Solomon, 2004). Thus, ethical virtues refer to the conditions and the ability of the organization to motivate ethical conduct (Kaptein 2008).

Solomon (2004) developed the "Aristotelian of business ethics approach" emphasizing organizations as a business community. Aristotelian ethics are concerned with virtue and focus on corporate and personal integrity. The Aristotelian approach is based on the Aristotle's view that all people have to think of themselves as being members of the society at large (Solomon, 2004). From a virtue ethics perspective, organizations should be responsible and conscious of social aspects and they should behave as members of the broader society (Solomon, 2004). More recently, Bright and colleagues (2014) reconsidered virtues in an organizational context and discussed the intrinsic hypothesis as an alternative perspective of organizational virtue. Aiming to achieve a deeper understanding of organizational virtues, the intrinsic hypothesis views an organization as an entity in itself with its own virtues separated from those of its members. From this point of view, organizational virtues are inherent qualities of the organization and are reflected in organizational culture and climate as well as strategies and routines. As such, organizational virtues may be unique as they may exist at an organizational rather than an individual level. Finally, Bright and colleagues (2014) conclude that research may benefit from the intrinsic hypothesis in developing further arguments for the characteristics and working life of organizations.

In summary, in this study I focus on organizational virtues as being organizational qualities reflected in leadership, climate, and corporate social responsible initiatives. The study examines how they may be related to employees' turnover intention, thus linking ethics in organizations with turnover from a virtue

ethics perspective. In the following sections, I discuss Social Identity Theory (SIT) and organizational identification as they can serve to provide reasonable explanations of the different psychological paths through which ethics in organizations may affect turnover intention.

## 2.3 Social Identity Theory in an Organizational Context

### 2.3.1 Social Identity Theory (SIT)

Social Identity Theory (SIT) was introduced by Henri Tajfel and his colleagues (Tajfel, 1978; Tajfel & Turner, 1979). It is a social psychology theory which focuses on the explanation of conflicts and discrimination between groups (Van Dick, 2001, 2004). John Turner and his colleagues extended SIT by introducing Self-Categorization Theory (Turner et al., 1987) which mainly discusses group members' behavior within the groups and how individuals identify with particular social groups on a personal (personal identity) or group level (social identity) (Hogg & Terry, 2000; Van Dick, 2001). In the following, I will refer to SIT as the theory that also discusses self-categorization.

SIT states that one's self is defined not only by an individual's characteristics (personal level) but also by one's membership of various social groups with regard to age, gender, or an organization. People classify and order their particular social environment into social groups, and define where they place themselves and others within them (Mael & Ashforth, 1992). That is, through a self-categorization process one's social identity is derived (Tajfel, 1974). Tajfel (1974) argues that social identity refers to self-definition with regard to a social context and defines it as "that part of an individual's self-concept which derives from his [or her] knowledge of his

[or her] membership of a social group (or groups) together with the emotional significance attached to that membership" (Tajfel, 1974: 69). Thus, social identification is derived when self and the group psychologically merge (Van Knippenberg & Sleebos, 2006). When an individual identifies with a social group, thus perceiving this particular social group's identity as being quite similar to his [her] identity, then self-categorization is formulated (Ashmore et al., 2004; Van Dick, 2004). Individuals strive to achieve a positive self-concept from membership of social groups and, if they do, they tend to continue their membership with these groups. Otherwise, they wish to leave that group - if possible - that does not contribute to a desired social identity (Tajfel, 1974). In conclusion, the core of SIT is threefold:

1. "individuals strive for a positive self-esteem

2. parts of an individual's self-concept stem from membership in certain social groups, that is, his or her 'social identity'; and

3. a positive social identity can be maintained or enhanced through comparisons with relevant out-groups." (Van Dick et al., 2004: 172).

Striving for a positive self-definition is explained by the self-esteem and uncertainty reduction hypothesis (Hogg & Terry, 2000). Specifically, identification with positively valued groups raises one's self-esteem. People also strive to reduce uncertainty by joining social groups that they expect to satisfy feelings of subjective certainty and confidence (Hogg & Grieve, 1999).

Tajfel (1982) pointed out the necessary conditions for one's identification with a group, that is, cognitive, evaluative, and emotional components. The cognitive component is related to the awareness of being a member of a social group, that is, the identification as a group member (Van Dick, 2001). The evaluative component

refers to value connotations regarding this membership. Being identified with a group is related to the value derived from the group membership (Ellemers, Sleebos, Stam, & de Gilder, 2013) either from inside or outside (Van Dick et al., 2004). The final component is related to both cognitive and evaluative components and is associated with one's emotional involvement with the group, namely, the emotional attachment to the group, thus indicating the significance of being identified as member of a particular group (group self-esteem) (Ellemers, Kortekaas, & Ouwerkerk, 1999).

**2.3.2 Organizational Identification**

By providing an answer to the question of "who am I?" (Ashforth & Mael, 1989: 21) organizational identification is a particular type of social identification related to organizational or organizational unit membership (Ashforth & Mael, 1989; Gautam et al., 2004). Dutton, Dukerich, and Harquail (1994) argued that organizational identification reflects one's identity as an organizational member and occurs when an individual defines his/her self-concept by characteristics similar to those of the organization. In this sense, the organization is a part of one's self-concept (Edwards, 2005). Van Dick (2004) suggests the notion of "natural" in organizational identification since identification satisfies individual's needs such as self-esteem and affiliation and, thus, everyone needs to identify with particular social groups. If an employee is not identified with the employer organization then he [she] will look for another social group to identify with (i.e., with unions or other organizations). Thus, organizational identification "reflects the extent to which the *group membership is incorporated in the self-concept*" (Van Dick, 2004: 178).

Quite often organizational identification is more important and salient than identities related to other social groups such as nationality, gender, or age. This is explained by the amount of time people spend in the workplace, which is more than that spent in other social groups, as well as by the relation of the future of the organization with their own future (Bergami & Bagozzi, 2000). For this reason, the organizational context is a very critical source of social identity (Hogg & Terry, 2000, 2001). Organizational identification is a critical and multi-foci construct. It is critical because of its impact on positive attitudes (Ashforth & Mael, 1989) and organizational outcomes (Bartels et al., 2007; Glavas & Godwin, 2013; Haslam, Powell, & Turner, 2000; Kreiner & Ashforth, 2004). It is also comprised of more distinct or loosely coupled identities (Ashforth & Mael, 1989). According to the SIT people identify as individuals at a personal level as well as group members at a social group level. Consequently, in an organizational context, people may identify with their own career at a personal level, or with working groups, departments, organizations and occupations at a social level (Van Dick, 2004).

Organizational identification is also a multi-dimensional construct. Based on SIT and previous research on the dimensions of social identity Van Dick (2001) argues that organizational identification consists of four components: the cognitive, evaluative, affective, and the conative (behavioural) one. Van Dick (2001) explains the role of the four dimensions in the organizational identification process with the cognitive component (self-categorization) as being the first stage of identification with a particular social group in an organizational context. When self-categorization has happened, then the remaining three components are involved. That is, members feel emotionally attached with the group (affective identification), they evaluate the characteristics of the group as well as are vulnerable to insiders' and outsiders'

evaluations (evaluative identification), and, finally, they act on behalf of the group (conative identification). All the above dimensions are related to each other as the more a person self-categorized as a group member, the more he/she is emotionally attached with this group, the more the group is positively valued, and the more behaviors are shown on behalf of the group (Van Dick et al., 2004). However, each of the different dimensions (cognitive, evaluative, and conative) as well as the multi foci of organizational identification (i.e., with groups or organization) can be distinguished (Van Dick, 2004; Van Dick et al., 2004a).

Based on the above discussion, I consider identification in an organizational context as a multi-foci and multi-dimensional construct with both foci and dimensions of identification being distinguishable but related to each other. This is assumed to advance the understanding and provide explanations of the different psychological paths through which ethics in organizations may affect turnover intention. For the scope of this study, I operationalize all three dimensions of organizational identification through means of employees' perceptions regarding ethical aspects in order to explain established relationships between them and turnover intention.

Furthermore, I consider affective identification as being distinguishable from affective commitment, thus providing different socio-psychological paths that explain identification with particular social groups in a working environment (Van Dick, 2004). To further explain this, I present in the following section arguments for organizational identification versus affective commitment as being overlapping but distinguishable constructs. The discussion will facilitate the understanding of the distinct character of the two constructs and how they relate to the current study.

### 2.3.3. Organizational Identification versus Affective Commitment

"One could ask now whether organizational identification is just old wine in new bottles". This is how Van Dick (2004: 173) starts the discussion on the differentiation between organizational identification and organizational commitment. Both identification with and commitment to an organization describe the psychological affiliation of an individual with a particular organization (Van Knippenberg & Sleebos, 2006). This means that they overlap with each other. This is particularly true for the affective component of organizational commitment and organizational identification (Van Dick, 2004). However, they reflect different psychological paths and empirical studies have shown their distinctiveness (Van Dick, 2004). Organizational commitment describes the relationship with the organization as well as the impact this relationship has on people's decision to stay with or leave the organization (Meyer & Allen, 1991). Organizational commitment has been differentiated by Allen and Meyer (1996) into three distinct components: the normative component referring to employees felt obligation to stay with the organization (duty dimension), the continuance component relating to the costs when employees leave the organization (cost dimension), and the affective component, that is, employees' emotional attachment to, identification with, and involvement in the organization (desire dimension). Affective commitment reflects the "integral attachment" to the organization and employees' feelings of being part of the organization as a "family" and is based on exchanges between the organization and its members (Van Dick, 2004: 176). Affective commitment is very often used as synonymous with organizational identification (Ashforth et al., 2008; Gautam et al., 2004; Van Dick, 2004; Van Knippenberg & Sleebos, 2006) as both refer to employees' attitudes towards the organization or other subgroups (Gautam et al.,

2004). Van Knippenberg and Sleebos (2006) highlight the self-conceptual nature of organizational identification as it is based on SIT versus the more attitudinal nature of organizational commitment which is based on social exchange process between the organization and its members. In summary, the authors suggest that organizational commitment and identification differ as:

a. Identification reflects individual's self – definition, whereas commitment does not.

b. Identification is a cognitive/perceptual construct while commitment is an attitude towards the organization.

c. Identification is related to factors that predict self-categorization such as perceived similarity and a common future, and thus may contribute to positive self-conception. On the other hand, affective commitment is related to factors that make the job enjoyable and involving, and may contribute to a positive attitude toward the job or organization as well as in the quality of the exchange relationship between the organization and its members (Van Knippenberg & Sleebos, 2006).

Identification describes the organization and individuals as one entity because of individuals' perceived psychological oneness with the organization. In contrast, commitment discusses that employees perceive themselves as psychologically separate entities from the organization, and their affiliation is based on the process of social exchange (Van Dick, 2004; Van Knippenberg & Sleebos, 2006). Consequently, organizational identification and commitment reflect different psychological paths of the organization - members' relationship (Ashforth et al., 2008; Van Knippenberg & Sleebos, 2006), that is, the social and organizational psychological paths respectively (Van Dick, 2001). Linking theory and research on

social and organizational psychology, Van Dick (2001) presented an integrated

model of social and organizational psychological terms and processes of

identification and commitment as well as the resulting organizational and

personal outcomes (Figure 2).

**Figure 2: An Integrated Model of Social Psychological and Organizational Psychological Terms and Processes (adapted from Van Dick, 2001: 272).**
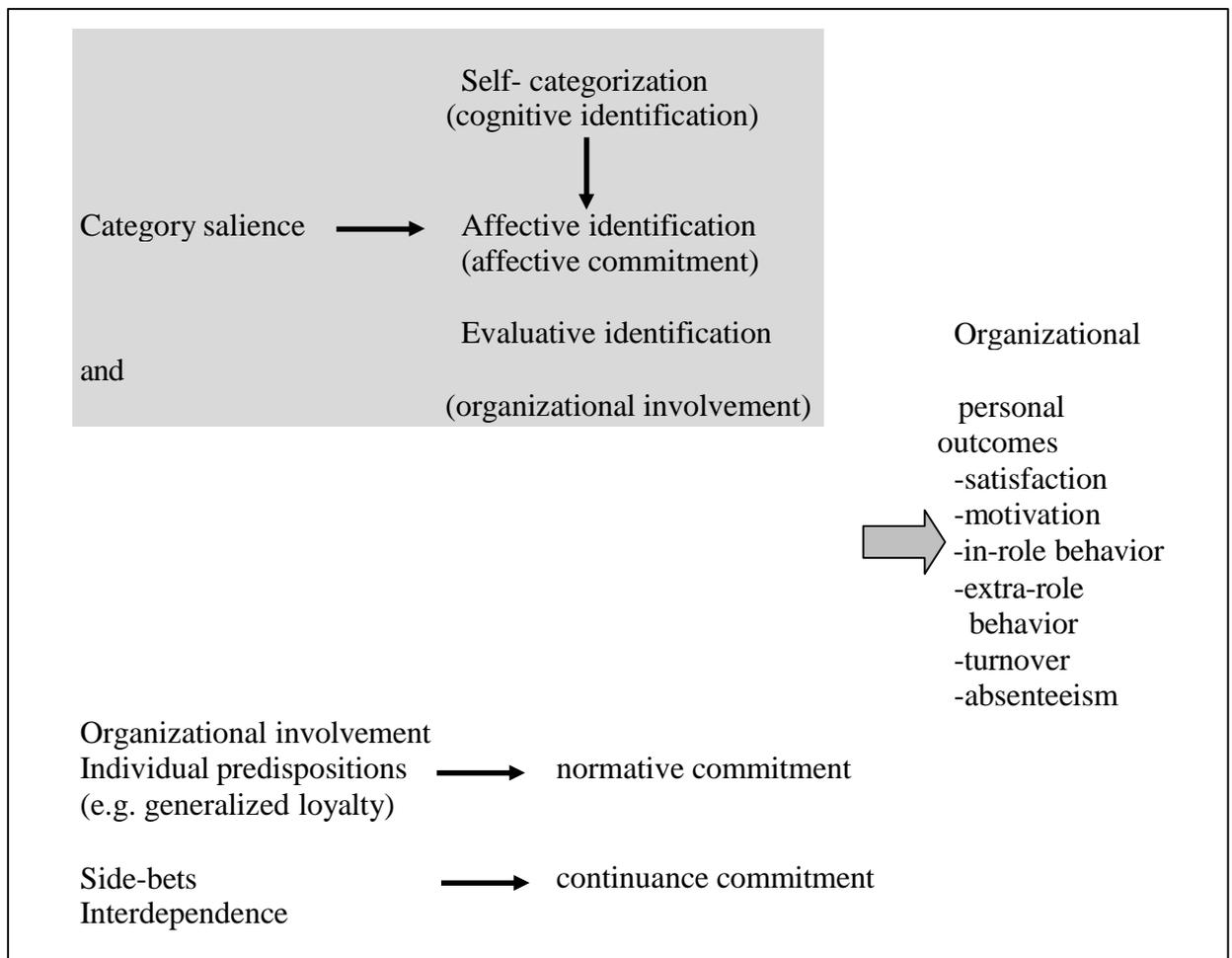


In the model, the cognitive component of identification (self-

categorization)  leads to affective and evaluative components as well as to

behavioral components of identification; and, finally, to one's identification

with the organization. Affective identification reflects the affective component

of organizational commitment while

the normative and continuance components of organizational commitment are not included in the identification process. The behavioral component seems to result in actions that are related to organizational as well as personal outcomes, including turnover.

Edwards (2005) presented a nomological model of organizational identification in relation to organizational commitment (Figure 3). According to the model, organizational commitment is a broader construct than organizational identification. Specifically, there is a subjective stage of organizational identification which does not include evaluative and conative components. For example, it is not related to being proud of the membership or intentions to stay with the organization.

**Figure 3: The Conceptual Nomological Model of Organizational Identification (from Edwards, 2005: 220).**
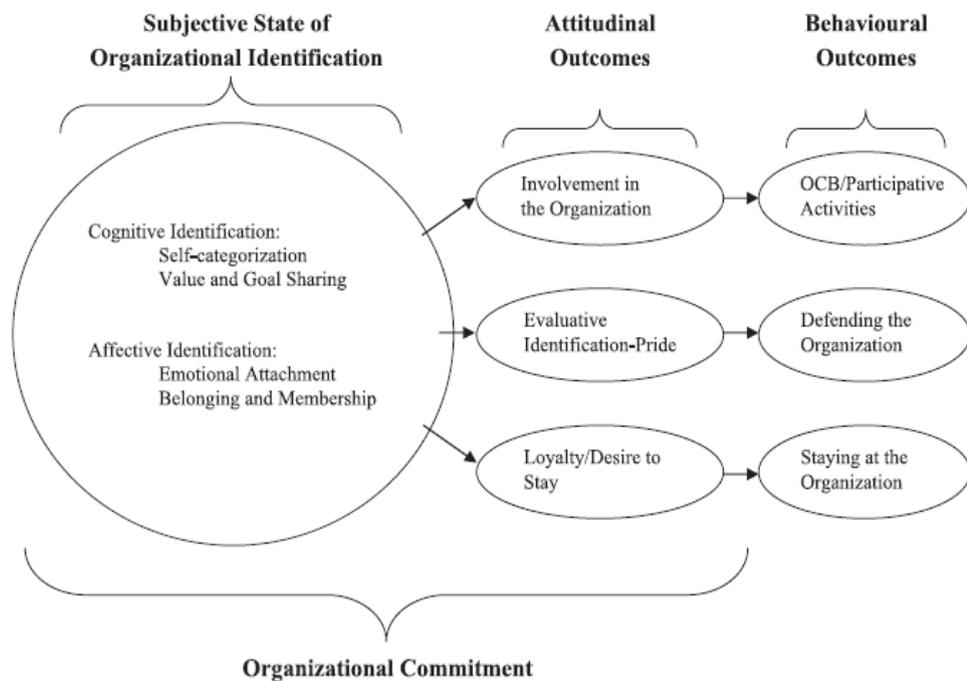


In the model, organizational commitment consists of the subjective state of identification as well as of the consecutive psychological state resulting from the

identification. These additional states include the remaining components of identification, that is, affective and evaluative components. Based on the above discussion, one can conclude that organizational commitment is conceptually distinct from organizational identification. However, the affective components of both identification and commitments seem to overlap as both refer to the emotional bonds that members have with the organization and reflect members' willingness to stay with and be involved in actions on behalf of the organization. In any case, they result in different outcomes, and research needs to consciously treat them as separate aspects in studying organizational behaviour.

Based on the above discussion, this study considers affective commitment as being the affective component of identification. As mentioned, this facilitates the explanation of relationships established for the purpose of the current study. In line with Van Dick's (2001) integrated model, affective commitment evolves as a result of self-categorization (cognitive component) and, together with the evaluative component and the behavioral component, it leads to one's identification with particular social groups in the working environment. Finally, turnover intention is considered as being one of the work-related outcomes resulting from identification's behavioral component. In the following, I put forward the particular issues that existing literature has not addressed and which require further attention relating to both the ethics in organizations and turnover research areas, and, subsequently, identify the research gaps that this study examines.

## 3. Research Gap

In critically reviewing literature, I have concentrated on both the research areas of turnover and ethics in business. In the first stage, I have provided evidence

of the significance of link between the two research topics, as both are of considerable interest from an academic and a practical perspective. I have suggested that SIT can provide an appropriate theoretical basis to explain individuals' behavior within an organizational context. I have argued that social identity in an organizational context makes organizational behavior happen, thus constituting a valuable framework to use in organizational psychology (Haslam & Ellemers, 2005). Indeed, "The beauty of the identity and identification concepts is that they provide a way of accounting for the agency of human action within an organizational framework." (Albert et al., 2000: 14).

I have extensively reviewed turnover as a phenomenon that may usually harm an organization as well as individuals. I have discussed up to date research related to the staying and leaving processes and argued that they are not the reverse of each other. I advocated the view that the further investigation of turnover and, as a consequence, its better management would be beneficial for organizations (Maertz et al., 2007). I have also considered turnover intention as being a direct as well as the main antecedent of turnover that explains actual turnover to a certain degree and serves as a critical source of employees' perceptions of the internal working environment. Finally, I have presented the distinct types of turnover that will be considered in the current study, namely job, organizational, and occupational/professional turnover intention.

Further, I have argued that ethics is not separate from business; rather they are embedded into the nature of business (Peus et al., 2010). I have discussed the three dominant theories of business ethics and concentrated on the virtue ethics approach. In line with Surendra Arjoon (2000: 173), I have viewed virtue theory as a dynamic theory and "a more appealing, practical, unified and comprehensive theory of ethics

in business than traditional approaches". As Audi (2012: 289) concludes, moral virtues are of 'incalculable' ethical importance and thus, relevant to the business practice (Audi, 2012: 289).

Finally, I have addressed SIT and Self-Categorization Theory as they both constitute a 'grand theory' that focuses on the interpretation of those situational and individual elements that guide behaviors in both the social and the organizational context (Haslam & Ellemers, 2005: 55). I have considered organizational identification as being of great importance and, representing the psychological and social reality in social and organizational contexts (Haslam & Ellemers, 2005). In particular, I have focused on organizational identification, which derives either from a working group or a department, or the organization, thus promoting a multi foci approach. I have also pointed out the multiple dimensions of organizational identification, that is, the cognitive, evaluative, affective, and the conative (behavioral) dimensions. Therefore, I have agreed with and argued for the view that both the foci and dimensions of organizational identification are distinguishable (Van Dick, 2004; Van Dick et al., 2004).

Overall, the literature review has revealed particular issues that still require further attention. The aim of this study is to investigate some of these issues, thus contributing to the literature and research of the relevant areas of turnover and ethics in organizations as I explicitly discuss below.

Mitchell Neubert (2011) outlined the need for a virtue ethics basis in management approaches and practices, as an alternative to the materialistic and individualistic management points of view. Value based management theories underpin financial benefits as resulting from high levels of productivity and

efficiency. In contrast, a virtue ethics approach is one that may harmonize wellbeing related to material and physical or social and intellectual elements of all stakeholders, including today's and the future society. In this sense, a virtue ethics perspective contributes to theory and practice of management as it enhances multiple and sustainable benefits for a variety of stakeholders. Moreover, Neubert (2011) highlights the need for further research of a virtue ethics approach in management and organizational studies. This is in agreement with previous scholars' arguments that research has not been concerned enough with virtue ethics as well as the importance of organizational character, despite increased interest (Cameron et al., 2004; Wright & Goodstein, 2007).

For instance, Cameron and colleagues (2004) argued that research has not paid sufficient attention to virtuousness in organizations, stating that "virtuousness has been traditionally viewed as relativistic, culture-specific, and associated with social conservatism, religious or moral dogmatism, and scientific irrelevance" (p. 767). This is probably based on the view that virtues are not aligned with the main responsibilities of an organization such as economic success and performance. Thus, there is a lack of research studies in the area of virtue ethics because of perceived irrelevance with business. Indeed, most studies have focused on virtues on an individual level rather than on virtues of organizations.

In contrast to this view, Cameron and colleagues (2004) found that there is a positive relationship between virtuousness of the organization and performance, even during periods of organizational downsizing. They also showed that organizational virtuousness is negatively related to turnover. Peterson and Park's (2006) work focused on virtues in organizations, which they defined as "moral characteristics of the organization as a whole that go beyond simple summaries or composites of

characteristics of the organization's individual members" (p. 1152). The authors mentioned the lack of attention to character and its strength as a critical resource for organizations. At the same time, they suggest future research questions such as what are the consequences of the presence or absence of virtues in an organization. Wright and Goodstein (2007) also mentioned the limited study of virtues and character at an organizational level. The authors have put forward future research opportunities suggesting virtues in organizations to be potentially related to work outcomes such as employees' organizational commitment and loyalty. More recently, scholars and practitioners have called for the development of positive organizational ethics has been mentioned (Bright & Fry, 2013; Bright et al., 2014). Bright and Fry (2013) introduced the topic of building ethical and virtues organizations as being of great importance for a variety of reasons, including:

a. that models of good management theories should suggest and promote people's virtuous intentions and roles,

b. that during the last decade the stream of research, known as 'positive social science', mainly focuses on people's as well organization's attributes towards ethical and virtuous functioning,

c. the increasing demand for further understanding of embedding ethics in organizations,

thus implying the need for a greater consideration of virtuousness in organizations and the advancement of knowledge on ethical organizing. As a consequence, this study contributes to the existing literature and research by precisely adopting a virtue ethics approach in linking ethics with turnover.

In addition, turnover research is still evolving. For example, Liu and colleagues (2012) refer to the interest of both scholars and managers to further

extend their knowledge and understanding of the turnover process. In extensively reviewing literature on turnover, Holtom et al. (2008) argued that there is a need for further investigating of turnover processes and recommended further research on a variety of relevant topics, including:

a. *the influence of different social context and cultures on the relationship between turnover and its antecedents.* The author comments that most of the research studies have taken place in the US or in the UK and Australia and suggest that additional comparative studies will enrich turnover research.

b. *the interrelation of group and organizational elements that influence turnover at the same time.*

c. *the distinction between the different types of turnover* rather than treating turnover as single construct. The influence of different determinants and predictors will improve the knowledge and understanding of the relationship between the distinct types of turnover. This is aligned with previous recommendations for further research on the relationship between the different types of turnover intentions and the antecedents that influence them in different ways (Blau, 2000; Carmeli, 2005).

d. the different kinds of organizations that people prefer to stay in or choose to leave. The authors put forward the research questions "*what it is that people are in fact leaving" and "what people are choosing to stay with*" (Holtom et al., 2008: 264) that need to be answered as they may reflect different psychological paths.

More recently, Steel and Lounsbury (2009) in reviewing the existing models of turnover process pointed out the lack of and need for further research into "root causes" and "instigating mechanisms" of turnover. The authors suggested that studies

focusing *on the reasons of employees' quitting* would contribute towards further understanding of the turnover process motives. Finally, Holtom et al. (2008) concluded that future research needs to address more accurate and exact hypotheses in the models of turnover, specifically *building more complex models around antecedents.*

Based on the above recommendations, this study contributes to the research area of turnover by considering all the above stated issues. The following theoretical (Chapter 2) and empirical (Chapter 3) papers focus explicitly on all the issues mentioned above which, to the best of my knowledge, have not yet been addressed and fully explained.

Specifically, the main objectives of this study are twofold in both theoretical and practical terms. Firstly, to develop a comprehensive and multi-foci theoretical framework that links turnover with ethics (Theoretical Paper). The current literature review provides evidence that there is no prior study suggesting such a framework in the specific area of turnover with regard to business ethics. The theoretical framework demonstrates the influence of ethics in an organization on different types of turnover intention. In particular, it facilitates the understanding of the way in which (un)ethical organizational intentions, perceived within different social groups, affect different types of turnover intention. From a virtue ethics perspective and drawing on SIT and organizational identification as a theoretical background, two research questions are addressed and answered in the theoretical paper: (a) how do the (un)ethical organizational intentions perceived by employees within different social groups influence turnover intention? And (b) what particular social groups do people choose to leave or prefer to stay with when they are experiencing (un)ethical organizational

intentions? This way, the theoretical framework expands the existing literature and also provides a fruitful basis for future research and practice implications.

The objective of the empirical study was to develop and test a multi-variable hypotheses model that advances previous knowledge on embedding ethics into organizations (Empirical Paper). Moreover, it can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization. The model puts forward how various aspects of organizational ethics, namely, ethical leadership, ethical climate, and corporate social responsibility, may influence employee intentions to leave the organization through specific socio-psychological pathways. Drawing on a social identity perspective, it provides additional insights on the relationship between ethics and turnover intention as well as the underlying socio-psychological process.

Overall, both the theoretical and empirical paper contribute to the research area of both business ethics and turnover by considering the issues that still need further attention and investigation. Both papers successfully address the theoretical and practical objectives of this study as they focus on specific research questions, and empirically test relevant hypothesized relationships in finding out how organizational ethics affect turnover intention. In the following section, I briefly outline the structure of the thesis as well as each of the chapters that constitute it.

## 4. Structure of the Thesis

This PhD thesis consists of four chapters (Figure 4). Chapter 1 discusses the context of the current study and defines the main concepts under discussion as well

as critically reviews literature. Moreover, it addresses the research gap and recommends issues that still need further attention.

Chapter 2 is a theoretical paper titled: "Ethics in Organization Influencing both Level and Range of Turnover Intention".

**ABSTRACT:** The current intensive interest in and the very important implications of both employee turnover and business ethics for organizational success warrant our discussion to develop a multi foci theoretical model that connects both issues. We introduce a new type of turnover intention which has not been looked at, namely changing organizational field. We explain the range of turnover intention by the levels of difficulty associated with the decision made to stay in or leave. Furthermore, we discuss turnover tension which we define as ambivalence about leaving and which is due to the coexistence of ethical and unethical organizational intentions within the same working environment. From a virtue ethics point of view and drawing on Social Identity Theory, our theoretical model suggests that organizational (un)ethical intentions perceived within different social groups in a working environment result cumulatively in increasing not only the level of turnover intention regarding each distinct type, but also the range of turnover intention. It also suggests turnover tension to be resolved on a group status basis; thus, turnover intention with a broader range prevails over one with a narrower range. Therefore, our model contributes to answering the questions as to why people choose to leave or why they prefer to stay in a job, an organization or even an organizational field. This way, it expands the existing literature and also provides a fruitful basis for future research and practical implications.

Chapter 3 is an empirical paper titled: "Organizational Ethics Influence both Job and Organizational Turnover Intention:  A Multi-Variable Hypotheses Model".

**ABSTRACT:** Given the importance of both issues, for academics and practitioners, this study focuses on organizational ethics and thoroughly explores their relationship with turnover intention. Drawing on Social Identity Theory, this study concentrates on the cognitive, evaluative, and affective components of organizational and considers that they are reflected, respectively, by perceived external prestige, perceived respect and affective commitment. It considers them as being distinct constructs that affect differently individuals' identification with working groups or the entire organization. In particular, this study examines the relationship of supervisory ethical leadership with job and organizational turnover intention mediated by perceived respect. It also explores the influence of ethical climate and corporate social responsibility on organizational turnover intention mediated by perceived affective commitment and external prestige respectively. It includes individuals' ethics position and job insecurity as moderators in the hypothesized mediated relationships. SEM was used to test the multi-variable hypotheses model based on a two-sample data in the UK (N=315) and Greece (N=325). The findings supported all the mediation hypotheses. They also underlined the key role of the affective component of identification as being the one that can explain the relationship between CSR and turnover intention by means of perceived external prestige. Finally, moderated mediation was found for the Greek sample. Indirect effects of both ethical climate and corporate social responsibility on organizational turnover intention through perceived affective commitment and external prestige were stronger for employees who reported higher levels of idealism. These findings advance our knowledge regarding embedding ethics in organizations and can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

The final chapter is Chapter 4 which provides the discussion of the current study. It discusses and summarizes the overall theoretical assumptions and empirical findings. Furthermore, it discusses theoretical and practical implications as resulting from both the theoretical and empirical papers and addresses further avenues for research.

**Figure 4: Structure of the Thesis.**
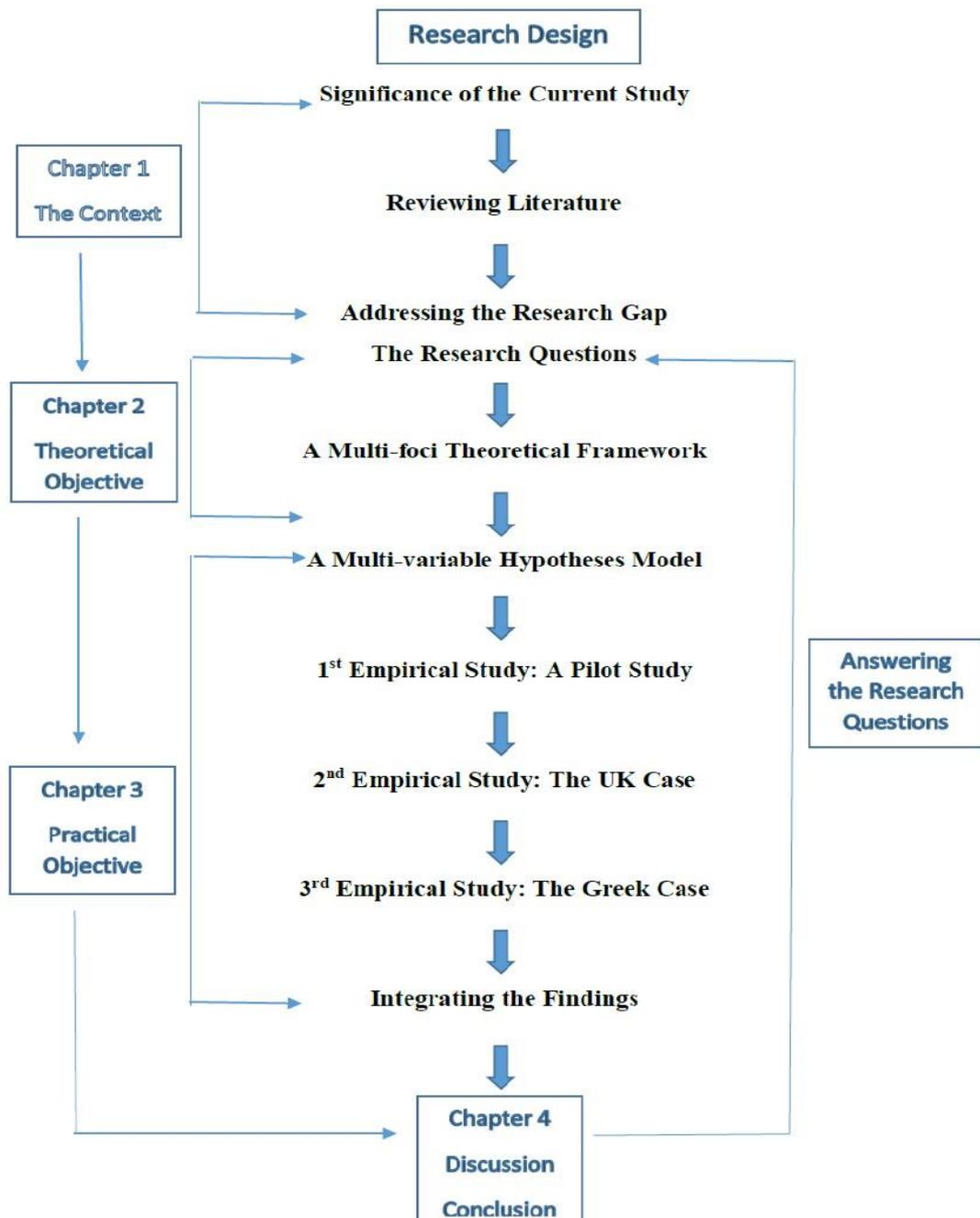
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# C H A P T E R  2

## Ethics in Organization Influencing

## both Level and Range of Turnover Intention

## (Theoretical Paper)

## 1. Introduction

Since the early 20th century there is an increased interest in and demand for extensive research on voluntary employee turnover (Holtom, Mitchell, Lee, & Eberly, 2008; Hom, Mitchell, Lee, & Griffeth, 2012; Maertz, Griffeth, Campbell, & Allen, 2007). In general, turnover is a negative phenomenon because of the corresponding high financial costs related to employee quitting (Holtom et al., 2008; Hom et al., 2012; Mitchel, Holtom & Lee, 2001; Palanski, Avey, & Jiraporn, 2014; Schyns, Torka, & Gössling, 2007; Smith, Amiot, Callan, Terry, & Smith, 2012; Van Dick, et al., 2004), and the negative impact of high turnover rates on work outcomes including the quality of services provided (Hom et al., 2012), productivity (Dess & Shaw, 2001), and performance of the whole organization (Holtom et al., 2008; Shaw, Gupta, & Delery, 2005). Consequently, the two basic questions about why people choose to leave or why they prefer to stay in a job, an organization or even an occupation remain of interest for social scientists and practitioners who want to better understand the psychological process of employee withdrawal behavior (Harman, Lee, Mitchell, Felps, & Owens, 2007; Helm, 2013; Hom et al., 2012; Palanski et al., 2014; Smith et al., 2012).

At the same time, due to numerous corporate and business scandals that have surfaced in recent years (e.g. Enron, WorldCom, Tyco, Adelphia, Lehman Brothers) the ethical dimensions of doing business have attracted increasing public scrutiny

(Kaptein, 2010; Mayer, Kuenzi, & Greenbaum, 2010; McKinney, Emerson, & Neubert, 2010; Plinio, Young, & Lavery, 2010) Ethically questionable or unethical behaviors affect not only the organization as a business entity but also its stakeholders including employees, customers, and the society at large (McKinney et al., 2010). As such, there is an increasing demand for leaders to guide employees and the entire organization with an ethical perspective. This is assumed to reduce immoral phenomena (Hansen, Alge, Brown, Jackson, & Dunford, 2013; Plinio et al. 2010; Stouten, van Dijke, Mayer, De Cremer, & Euwema, 2013) and their disastrous effects on the overall success of the organization (McKinney et al., 2010; Plinio et al., 2010). Research also is intensively focusing on ethical as well as unethical organizational behavior and the role of leaders in the so called "dark side" of organizational behavior (Brown & Mitchell, 2010; Hoyt, Price, & Poatsy, 2013; Mayer et al., 2010; Ogunfowora, 2013).

From my point of view, the current increased interest in and the very important implications of both employee turnover and business ethics for organizational success warrant a discussion of how these phenomena are related. Prior research provides evidence of the effect of contextual antecedents with regard to ethics, such as organizational ethical context (Valentine, Greller, & Richtermeyer, 2006), corporate values (Valentine, Godkin, Fleischman, & Kidwell, 2011), perceived corporate social responsibility (Hansen, Dunford, Boss, Boss & Angermeier, 2011), organizational ethical climate (DeConinck, 2011; Mulki, Jaramillo, & Locander, 2008; Schwepker Jr, 2001), and ethical leadership (Palanski et al., 2014) on turnover intention and, finally, on actual turnover. In addition, a recent extensive literature review of the turnover phenomenon points out that both theory and research emphasize distal or proximal antecedents of why and how people leave their job,

including contextual variables (e.g., organizational culture, organizational support), individual differences (e.g., personality, person-job fit), and job attitudes (e.g., job satisfaction, job alternatives) (Holtom et al., 2008; Hom et al., 2012); or, certain events (e.g., pregnancies), motivational forces (e.g., attachment to supervisor, psychological contract violations), and job embeddedness to explain why people prefer to stay in or choose to leave a working environment (Holtom et al., 2008; Hom et al., 2012; Palanski et al., 2014). However, to the best of my knowledge, there is no prior study suggesting such a multi foci theoretical model in the specific area of turnover with regard to business ethics. The purpose of this paper is, therefore, to link both the research topics of business ethics and employee turnover. This will provide additional insights into their relationship, thus advancing our knowledge on the impact ethics have within an organization and on how to manage undesirable turnover more effectively based on ethical conduct in organizations.

Drawing on broadly accepted views and previous research, I consider turnover intention as being the main antecedent of actual turnover behaviour (Costigan, Insinga, Berman, Kranas, & Kureshov, 2011; Griffeth, Hom, & Gaertner, 2000; Steel, 2002) that should be prevented (Schyns et al., 2007). I view ethics in organizations from a virtue business ethics perspective which mainly concerns organizational characteristics, and attitudes as well as the disposition and intention of organizations. Focusing on the latter, I discuss the intentions of organizations to promote ethics, thus enforcing ethical attitudes and behaviors, and inhibiting unethical conduct (Kaptein, 2010). I consider that one can search for them in attitudes or behaviors as the ways in which an organization promotes or prevents ethical conducts. Equally, I consider the organizations' intentions to promote unethical or destructive attitudes and behaviors. I provide a theoretical explanation of how (un)ethical organizational intentions

perceived by employees within different social groups such as working groups, the employer organization, and the broader society, may respectively influence both the distinct types and range of turnover intention. In addition to the existing types of turnover intention, such as job and organizational turnover intention, I introduce organizational field turnover intention as a new type of turnover intention. I use this term to indicate that individuals want to change to a different industry while remaining with the occupations (e.g., move from the steel industry to a hospital while remaining an HR expert). I include a discussion of the range of turnover intention which is explained by the levels of difficulty associated with the decision to stay in or leave, for example, a job or an organization. In my view, for example, it is more difficult to change organizations than to change jobs within an organization.

The theoretical model suggests that perceived organizational (un)ethical intentions result cumulatively in increasing not only the level of turnover intention regarding each distinct type, but also the range of turnover intention. Furthermore, I discuss turnover tension which I define as ambivalence about leaving and which is due to the coexistence of ethical and unethical organizational intentions within the same working environment. I suggest turnover tension to be resolved on a group status basis; thus, turnover intention with a broader range prevails over one with a narrower range. For example, if individuals feel their work group behaves in an ethical way but their organization does not, they are likely to leave their job, though there is a tension in the sense of leaving the work group due to unethical behaviour of a higher status group. In summary, I concentrate on answering two research questions: (a) how do (un)ethical organizational intentions perceived by employees within different social groups influence turnover intention? And (b) what particular social groups do people choose to leave or prefer to stay with when they are

experiencing (un)ethical organizational intentions? For the development of the theoretical framework, I employ the theoretical underpinnings of Social Identity Theory (SIT) (Albert, Ashforth, & Dutton, 2000; Hogg & Abrams, 1988; Hogg & Terry, 2000, 2001; Tajfel, 1978; Tajfel & Turner, 1979). SIT concentrates on individual behavior in social groups, thus providing an appropriate theoretical foundation for understanding and predicting employee attitudes and behaviors in an organizational context (Ashforth & Mael, 1989; Ellemers, Kingma, Van de Burgt, & Barreto, 2011; Haslam & Ellemers, 2005; Korte, 2007; Turner, 2010; Van Dick et al., 2004).

This paper contributes to the literature of business ethics by adopting a virtue ethics approach and by taking into extensive consideration both ethical and unethical organizational intentions. In turn, it makes various contributions to the research topic of turnover. Firstly, it considers separately employees' preference to stay with or to leave particular social groups of their working environment. Secondly, it regards turnover intention not merely as a single construct. Instead, it pays attention to both the distinct types and range of turnover intention. In addition to the existing types, it introduces organizational field turnover intention as a new type of turnover intention. In turn, it discusses turnover tension as a result of the coexistence of ethical and unethical organizational intentions in the same working environment. Finally, it suggests a multi foci theoretical framework, thus shaping the way in which (un)ethical organizational intentions perceived within different social groups affect both the different types and the range of turnover intention.

In the following, I briefly review the emerging issues and explain our particular contribution to the relative literature. Next, I put forth prepositions and present our theoretical model. Finally, I discuss theoretical and practical implications,

and conclude with suggestions for future research challenges with respect to why people choose to leave or prefer to stay in a particular working environment.

## 1.1 Turnover Intention

Turnover intention is one of the best or even the very best antecedent for actual turnover (Costigan et al., 2011; Griffeth et al., 2000; Steel, 2002). Prior research indicates that turnover intention leads to actual turnover (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Falkenburg & Schyns, 2007; Maertz et al., 2007). In general, voluntary turnover intention is an employee's intention to leave a job or the employer organization on a voluntary basis (Falkenburg & Schyns, 2007; Schyns et al., 2007), or, it reflects the subjective probability of the extension of an employee's organizational membership (Price & Muller, 1981). Very often the literature refers to the terms 'staying' and 'leaving' as simple opposites (Cho, Johanson, & Guchait, 2009; Harman et al., 2007; Mitchell et al., 2001). However, predictors that influence the intention to stay are not necessarily the same as those that influence the intention to leave (Cho et al., 2009; Harman et al., 2007; Hom et al., 2012; Mitchell et al., 2001). Research findings support that organizational commitment as well as perceived organizational and supervisor support do not affect intention to leave in the same way as intention to stay (Cho et al., 2009). Also, suggestions for further exploration of the turnover process and its variance include the need to answer the two separate questions of *"what it is that people are in fact leaving"* and *"what people are choosing to stay with"* (Holtom et al., 2008: 264). In turn, recommendations for future research highlight the need for a more extensive understanding of the various types of employee withdrawal behavior, facing them as distinct constructs, such as organizational vs occupational (Blau, 2007; Holtom et al.,

2008). With respect to turnover, the distinction of the withdrawal intentions is as follows: the job, the organizational, and the occupational/professional turnover intention. Job turnover intention is related to employees' subjective assessment that they will leave their current job in the near future while they will remain with the current employer organization. Organizational and occupational turnover intentions are employee withdrawal intention to leave the current employer organization and occupation, respectively, in the near future (Blau, 2007; Falkenburg & Schyns, 2007; Schyns et al., 2007). The three types of turnover intention can be differentiated on the basis of difficulty of the decision to leave: The easiest decision seems to be to leave a job, which is easier than to leave an organization, while leaving an organization is easier than leaving an occupation (Blau, 2007; Blau, Tatum, & Ward-Cook, 2003). This is due to a variety of obstacles such as greater investment or limited alternatives within an occupational field (Blau et al., 2003).

I suggest that before reaching the decision to change occupation (occupational turnover intention) there is another turnover intention which has not been looked at, namely changing organizational field. The organizational/industry fields are defined as a set of organizations that "in the aggregate, constitute a recognized area of institutional life" (DiMaggio & Powel, 1983: 148), and constitute broader social groups than organizations. I consider organizational field turnover intention as being an employee intention to leave the current organizational field although remaining in the same occupation. For example, an employee might want to stay in the field of research and development but not in the tobacco industry, thus, leaving this organizational field. Based on the same rationale that explains the difficulty of the decision to leave an organization vs an occupation, I suggest that leaving an organizational field is a harder decision than the decision to leave a particular

57

organization while staying in the same organizational field. In turn, leaving an organizational field is easier than changing an occupation. Figure 1 summarizes the different types of turnover intention in terms of difficulty and range.

Figure 1: The Four Types and Range of Turnover Intention.
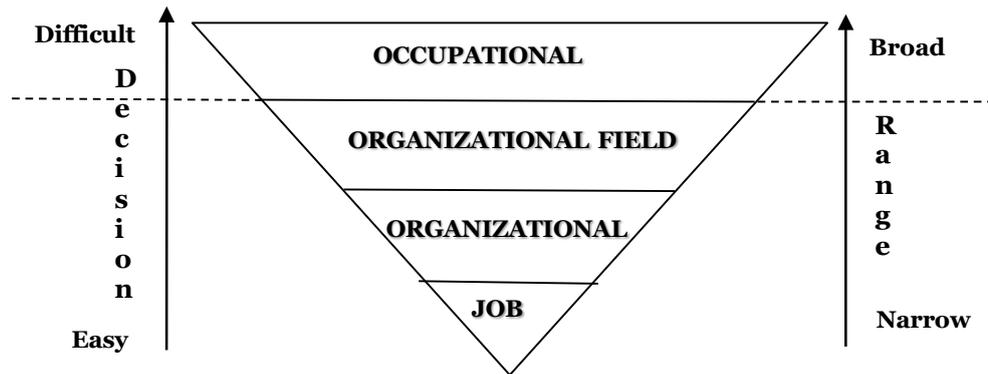


I focus on organizational field turnover intention rather than occupational turnover here. I argue that the latter is less influenced by ethics within an organization while the former is likely to be influenced by ethics as I will outline in more detail below. Hence, I consider job turnover intention as having the narrowest range while the organizational field turnover intention has the broadest range. In the following section, I discuss about ethics in an organizational context and focus on organizational intentions with regard to ethics drawing on a virtue ethics approach.

**1.2 Ethics Aspects in Organization: A Virtue Ethics Approach**

Since ethics in organizations have attracted public scrutiny, it seems that the importance of organizational virtues and character has been "rediscovered" (Wright & Goodstein, 2007). As Bright and Fry (2013: 7) claim "we are in a moment in which the positive, virtuous dimensions of organizational life warrant greater attention". From a virtue ethics approach organizations are entities and communities of the

broader society with a broad societal cognizance and common well-being as a moral purpose (Solomon, 2004; Trevino & Nelson, 2010; Wright & Goodstein, 2007). Thus, they need to emphasize ethics and the development of virtuousness (Caza, Barker, & Cameron, 2004). The Aristotelian of business ethics approach developed by Solomon (2004) supports that it is the virtues of organizations, like the virtues of individuals that characterize an ethical organization. Thus, the virtue business ethics approach focuses on the agent (e.g., the organization) and its characteristics and qualities as well as its disposition and intentions. Organizational intentions can be found in the ways in which an organization encourages ethical conduct (Kaptein, 2010); or, in contrast, prevents moral conduct and enhances the promotion of unethical behaviors and illegal actions.

Although there is an increased interest, to date research has taken virtue ethics into limited consideration (Cameron, Bright, & Caza, 2004; Wright & Goodstein, 2007). Furthermore, research regarding unethical organizational behavior, the so called "dark side" of organizational behavior, is still in its infancy and more research is required to explain destructive or deviant work behavior (Brown & Mitchell, 2010; Neves, 2014; Ogunfowora, 2013). Thus, it is important to take into consideration both ethical and unethical organizational intentions. This also leads us to consider turnover tension as a result of the coexistence of ethical and unethical organizational intentions in the same working environment. Despite the ubiquity of the phenomenon, to my knowledge, there is no prior research on how this may affect turnover intention. An exception is the very recent research of Palanski et al. (2014) which examines how ethical leadership and abusive supervision affect the turnover process when they are experienced at the same time. The study supports that they may differently influence the turnover process. However, this research focuses on ethical and unethical

behavior within the same aspect of an organization, namely, leadership. Nevertheless, these findings imply that it is worthwhile to further investigate and understand how other ethical antecedents may affect the turnover process as they create a conflict and tension related to turnover intention.

Based on the above, I focus on organizational intentions regarding ethics. I consider that one can search for them in attitudes or behaviors as the ways in which an organization promotes or prevents ethical conducts. In the following section, I discuss a multi foci approach on social identification and its implications in an organizational context as it provides a fruitful basis for our discussion. Next, I put forth our propositions.

## 2. A Multi Foci Theoretical Model: Drawing on Social Identity Theory (SIT)

To some extent, identity and sense of self are developed from social groups that are related to the working environment. These identities are related to one's self interpretation (Dutton, Roberts, & Bednar, 2010) and provide explanations of inter-group relations within and between organizations (Dutton et al., 2010; Hogg & Terry, 2000; Haslam & Ellemers, 2005). According to Dutton, Dukerich, and Harquail (1994: 242) "Organizational identification is one form of psychological attachment that occurs when members adopt the defining characteristics of the organization as defining characteristics for themselves". In other words, it provides organizational members with a sense of identity (Knippenberg & Schie, 2000). According to SIT, social identity is defined as "that part of an individual's self-concept which derives from his [or her] knowledge of his [or her] membership of a social group (or groups) together with the emotional significance attached to that membership" (Tajfel, 1974:

69). Group members seek a positive social identity and think and behave in such a way that they achieve a positive distinctiveness between their group and other relevant out- groups (Haslam & Ellemers, 2005; Hogg & Terry, 2000; Hornsey, 2008). In general, a positive social identity is favourable or valuable (Dutton et al., 2010: 266). Also, SIT discusses multiple identifications and argues that identification with a particular social group does not exclude identification with another one (Hogg & Abrams, 1988; Hogg & Terry, 2000; Korte, 2007). Within the organizational context, a multiple foci approach suggests a number of social subgroups including working teams or departments and divisions, local or global organizations, industry or organizational fields and professions (Ashforth & Mael, 1989; Hogg & Terry, 2000; Korte, 2007; Van Dick, Wagner, Stellmacher, & Christ, 2005). Different identities in an organizational context are ordered, with lower order identities (e.g., workgroup identification) being nested in higher order identities (e.g., organizational identification). In other words, a given identification is a means to a higher order identification and the end of a lower one (Ashforth, Harrison, & Corley, 2008; Bartels et al., 2007) forming a 'means-ends chain' such as: Job – Working group – Department – Division – Organization (Ashforth et al., 2008: 347). For the scope of this paper, I distinguish between working group, organizational, and organizational field identifications. I consider the lower order working group identification as being nested in and a means to organizational identification. I also view organizational identification, as being nested in and a means to the higher order organizational field identification (Figure 2).

**Figure 2: Ordering Organizational Subgroup Identifications: Nested In and a Means to Higher Order Ones.**
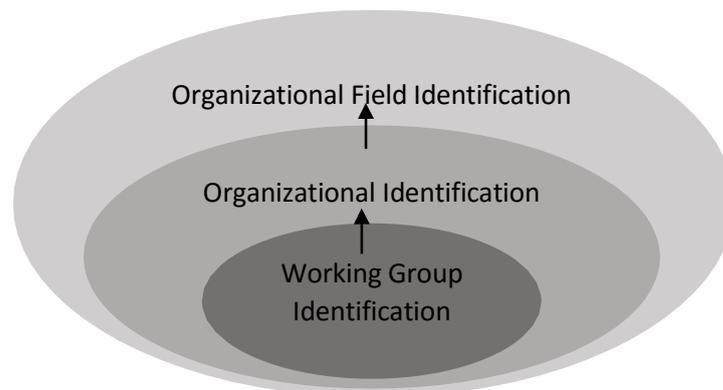


Finally, literature supports that social identity in an organizational context may be strongly related to both business ethics and turnover issues (Brown & Mitchell, 2010; Van Dick at al., 2004). I outline this link in more detail below and delineate the core propositions as well as the theoretical framework.

## 2.1 Organizational Intentions within Working Groups: (Un)Ethical Supervision

Literature on leadership suggests that both leaders and lower-level managers (e.g., supervisors) play a key role in the promotion of ethics in organizations (Brown & Mitchell, 2010; Trevino & Brown, 2005). Ethical leadership is defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and, decision-making" (Brown, Trevino, & Harrison, 2005: 120). Ethical leaders promote ethics by modelling ethical conduct, thus inspiring and encouraging ethical and favourable behaviors, and punishing unfavourable ones (Brown & Mitchell, 2010; Brown et al., 2005; Brown & Trevino, 2006). They care about people's well-being and they respect and treat people fairly. Literature supports that lower-level managers are concerned more than executive

ethical leaders with in-group relationships. Supervisors are more likely to affect employees' attitudes and behaviour (Brown & Trevino, 2006; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011) as well as their perceptions of the organization ethicality (Ogunfuwora, 2013). Consequently, I consider (un)ethical supervision as being a means of (un)ethical organizational intentions within working groups.

From a social identity perspective, ethical leaders promote group member identification through perceived feelings of trust and respect, thus satisfying people needs of psychological safety (Walumbwa et al., 2011). People feel as part of an organization (Brown & Trevino, 2006) and organizational identification is enhanced. In turn, organizational identification influences attitudes and behaviors of organizational members, and results in a stronger employee intention to stay in the organization (Ashforth & Mael, 1989; Van Knippenberg & Van Schie, 2000). Consequently, in a multi foci approach, I suggest that ethical supervision will result in a strong working group identification which is a stronger predictor of attitudes and behaviors relating to the working group than organizational identification (Van Knippenberg & Van Schie, 2000). For this reason, I expect that working group identification will enhance employees' intention to stay in their current job.

Although literature commonly refers to leadership as a positive notion (Schyns & Schilling, 2013), I also take into account the "dark" side of leadership which implies unethical leadership behavior. Unethical leadership has recently been defined by Brown and Mitchell (2010: 588) as "behaviors conducted and decisions made by organizational leaders that are illegal and/or violate moral standards, and those that impose processes and structures that promote unethical conduct by followers." Contrary to ethical behavior, which is in accordance with socially

accepted moral norms of behavior, behaviors that are opposing to and violate moral norms and standards are immoral or unethical (Reynolds & Ceranic, 2007; Unal, Warren, & Chen, 2012). Unethical leaders promote and support unethical behaviors and actions by ignoring and not punishing unethical actions. Reviewing literature, Brown and Mitchell (2010) indicated the negative relationship between unethical leadership and employee work attitudes. Unethical leadership is likely to rouse feelings of shame or anger and disgust, and reduce perceived feelings of respect and worthiness. Thus, unethical supervision leads to under-identification with the workgroup since employees feel that their self-concept is not enhanced by the group membership (Brown & Mitchell, 2010). When people perceive an "unsatisfactory" identity, which does not enhance their self-esteem, they may look to leaving their group (Brown, 2000: 747). Thus, I suggest that unethical supervision will influence turnover intention by increasing employees' intention to leave their current job and strive for membership with other, more positive identities. Consequently, I pose the following propositions:

*Proposition 1: Perceived (un)ethical organizational intentions within working groups influence working group identification. Thus:*

*Proposition 1a: There is a positive correlation between perceived ethical supervision and employee intention to stay in the current job.*

*Proposition 1b: There is a positive correlation between perceived unethical supervision and employee intention to leave the current job.*

## 2.2 Organizational Intentions within the Organization: (Un) Ethical Climate

Ethical climate is defined as "the prevailing perceptions of typical organizational practices and procedures that have ethical content" and represents an

important source of "those aspects of work climate that determine what constitutes ethical behavior at work" (Victor & Cullen, 1988: 101). An ethical climate may characterize the identity of an organization to the extent of becoming a common understanding of the organizational character shared among organizational members (Ashforth & Mael, 1989). In this sense, it reflects the organizational normative characteristics which predict the kind of organization and what is valued (Trevino, Butterfield, & McCabe, 1998). For these reasons, I consider the ethical climate of an organization as being a means of (un)ethical organizational intentions within the organization. By the terms of "ethical climate" or "unethical climate", I mean a strong or wrong organizational climate regarding ethics. Since I am concerned with employees' perceptions, I take into consideration that by ethical climate people usually mean what is perceived as ethical by society at large (Dickson, Smith, Grojean, & Ehrhart, 2001).

A strong ethical climate is the highest level of dedication to ethical principles that is demonstrated through employees' treatment on a daily basis (Tenbrunsel, Smith-Crowe, & Umphress, 2003). It creates a desirable and preferable working environment that promotes ethical values (Schwepker Jr, 2001; Vitell & Paolillo, 2004) and enhances positive attitudes and behaviors (Martin & Cullen, 2006; Mulki et al., 2008; Victor & Cullen, 1988) through a shared sense of community and belongingness (Mulki et al., 2008). According to SIT, when people feel that the organization values and appreciates them, then they perceive feelings of respect and high status within the organization. These feelings enhance members' identification with the organization (Tyler, 1999). Given that a strong ethical climate is perceived as a favorable working environment, we argue that it reflects a positive organizational identity (Dutton et al., 2010) leading to organizational identification.

Then, the stronger the organizational identification, the stronger the identification of the individual's future with the future of the organization (Van Dick et al., 2004) and the more likely they are to stay in the organization (Knippenberg & Schie, 2000; Van Dick et al., 2004).

Contradictory to strong ethical climates, an organization with an unethical climate neither promotes policies and practices to enforce ethical conduct nor prevents and modifies unethical attitudes and behavior (Schwepker Jr, 2001). Such climates support self-interested and self-advancement behaviors at the expense of other people, regardless of the potentially destructive effect on individuals and their behavior (Cullen, Parboteeah, & Victor, 2003; Martin & Cullen, 2006; Mulki et al., 2008). Based on the view that intensive focus on self-interested leads to unethical behaviors (Tenbrunsel et al., 2003), I consider such organizational climates as being unethical, thus promoting unethical attitudes and behaviors. I also believe that employees will perceive such behaviors as being unacceptable and opposite to society's ethical norms and values because they do not concern the needs of organisational members and society at large. Therefore, they may not identify with the organization (Cullen et al., 2003). Since people, in general, strive for membership with positive identities, I suggest that unethical climate will increase turnover intention towards the current organization. Consequently, I put forward the following propositions:

*Proposition 2: Perceived (un)ethical organizational intentions within the organization influence organizational identification. Thus:*

*Proposition 2a: There is a positive correlation between perceived ethical organizational climate and employee intention to stay in the employer organization.*

*Proposition 2b: There is a positive correlation between perceived unethical organizational climate and employee intention to leave the employer organization.*

## 2.3 Organizational Intentions towards Society: Corporate Social (Ir)Responsibility

Corporate Social Responsibility (CSR) is a common term to discuss the business-society relationship (Schwartz & Carroll, 2003) as well as the beneficial or harmful results of business activities for society at large (Wood, 2010). I consider CSR as consisting of "clearly articulated and communicated policies and practices of corporations that reflect business responsibility for some of the wider societal good" (Matten & Moon, 2008: 405). In other words, CSR is a process by which organizations create and express their social consciousness and awareness (Rupp, Ganapathi, Aguilera, & Williams, 2006). Consequently, I view CSR initiatives as a means of organizational intentions regarding society at large. I also advocate the view that CSR is a corporate behavior that does not intentionally harm stakeholders, and if it causes harm, this must be rectified (Campbell, 2007), thus focusing on the product of corporate behavior that may cause harm. From this point of view, there is a discussion around the so called controversial industries (Byrne, 2010; Cambell, 2007; Lindgreen, Maon, Reast, & Yani-De-Soriano, 2012; Palazzo & Richter, 2005; Pratten, 2007). Examples include alcohol, tobacco, adult entertainment, gambling, military, and nuclear weapons or even automobile and oil industries which inherently involve negative environmental and social problems. In contrast to the view that the product cannot determine the organizations' (ir)responsibility, there are arguments that this kind of business may be by nature unethical (Byrne, 2010). The action of selling and promoting the use of products that may harm people, society, and the

environment is diametrically opposed to and fundamentally misaligned with CSR's upper level (Aras & Crowther, 2010; Palazzo & Richter, 2005; Yani-de-Soriano, Javed, & Yousafzai, 2012). Upper level is the transformational level, which is related to benevolence and philanthropy of any business, thus contributing to the common good and well-being of the society at large (Palazzo & Richter, 2005). For the scope of this paper, further consideration of businesses perceived to be inherently (ir)responsible is of help to the following discussion of the key issue of organizational field turnover intention. Thus, I distinguish between controversial organizations or industries as being inherently irresponsible compared to others, whose businesses we perceive to be inherently responsible, such as charitable organizations or healthcare sector; no matter whether they employ socially responsible, or irresponsible, acceptable practices.

Efforts associated with CSR characterize an organization as a positive, value-driven one, with CSR serving as a key dimension of organizational reputation, and thus related to organizational identity and employees' organizational identification (Dutton et al., 1994; Glavas & Godwin, 2013; Kreiner & Ashforth, 2004; Riketta, Van Dick, & Rousseau, 2006). Usually people wish to identify with organizations that have a perceived positive reputation (Dutton et al., 1994; Greening & Turban, 2000; Tajfel & Turner, 1979; Tyler, 1999). Being a member of a well-respected organization influences psychological organizational attachment (Helm, 2013; Tyler & Blader, 2000). As a consequence, the satisfaction of employees' expectations regarding CSR will improve their job attitudes and influence behaviors positively, for example reducing turnover (Valentine & Fleischman, 2008). Therefore, I suggest that people's intentions to stay in their current employer organization will be positively influenced by CSR. Moreover, by extending the meaning of CSR to the

organizational field or industry related to the employer organization, I suggest that similarly employees' intentions to stay in the same organizational field will be positively influenced. As already mentioned, industries that are considered to be inherently socially responsible will be positively valued by employees. Consequently, I argue that an organizational field's positive reputation will affect organizational field identification, in a similar way to organizational identification.

Contradictory to CSR, CSIR is defined as organizational actions that may "cause unjustifiable harm or unacceptably increase risks to certain stakeholders" (Wood, 2010: 61). There are a large number of business organizations that frequently prioritize profit regardless of the means to achieve it, or regardless their products' effects. Others behave irresponsibly by misleading stakeholders such as customers, consumers, government, investors, the general public, or employees, and putting them at risk (Campbell, 2007). Furthermore, environmental or consumer inappropriate corporate behavior of inherently irresponsible industrial groups influences organizational field reputation (Aguilera, Rupp, Williams, & Ganapathi, 2007; Brammer, Millington, & Rayton, 2007). From a social identity perspective, an unfavorable group status does not promote a positive social identity. Research findings support that employee intention to leave an organization increases when the public organizational image becomes less favorable and more controversial (Haslam & Ellemers, 2005; Lange & Washburn, 2012). Furthermore, when employees perceive the related organizational field as being inherently irresponsible, I suggest that employees' intention to leave the organizational field will increase similarly to organizational turnover. Thus, I assume the following:

**Proposition 3:** *Perceived (un)ethical organizational intentions towards the broader society influence organizational identification. Thus:*

***Proposition 3a:*** *There is a positive correlation between perceived CSR and employee intention to stay in the employer organization. Furthermore, there is a positive correlation between perceived CSR and employee intention to stay in the same organizational field since it is perceived to be an inherently socially responsible business.*

***Proposition 3b:*** *There is a positive correlation between perceived CSIR and employee intention to leave the employer organization. Furthermore, there is a positive correlation between perceived CSIR and employee intention to leave the organizational field related to the employer organization since it is perceived to be an inherently socially irresponsible business.*

## 2.4 (Un)Ethical Organizational Intentions' Cumulative Results

Empirical studies show that working group, department, unit, and overall organizational identifications are strongly correlated. The strength of this relationship is higher between more closely related subgroups. The more an employee is identified with a subgroup, the stronger the identification with another one. At the same time, the identification with smaller groups is stronger than with larger ones (Ashforth et al., 2008; Bartels, Pruyn, De Jong, & Joustra, 2007; Knippenberg & Schie, 2000). Identification with lower order groups in an organizational context (i.e., working group or department) may enable identification with higher order groups, such as organization or even industry (Ashforth et al., 2008). Thus, working group identification is the strongest direct predictor of department identification, while it is a weaker predictor of organizational identification (Bartels et al., 2007). Literature also suggests that supervisors are usually perceived to be the representatives of the organization, influencing thus team members' perceptions of the organization as a

whole (Ogunfowora, 2013; Trevino & Brown, 2005; Walumbwa, Cropanzano, & Hartnell, 2009), and, consequently, their identification with the organization as well. Based on the above discussion and the propositions put forward so far, I propose the following multi foci theoretical model (Figure 3).

**Figure 3: A Multi Foci Theoretical Model: (Un)Ethical Organizational Intentions' Cumulative Results.**
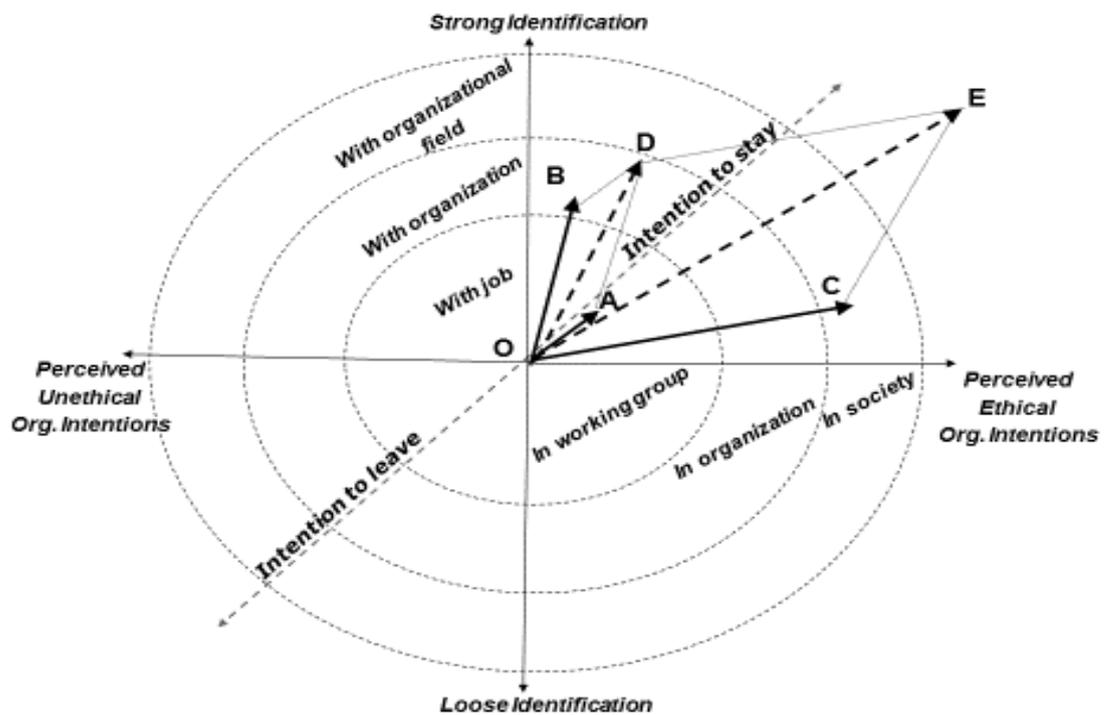


I argue that working group identification predicts organizational identification; and, in turn, organizational identification predicts organizational field identification. Therefore, by increasing the level of (un)ethical organizational intentions, from those perceived within working groups to ones within the organization and towards the society at large, employees' identification (de)increases cumulatively. In other words, I suggest that employees will (not) identify not only with their working group but also with the employer organization and finally with the organizational field related to it, as an accumulative result of the distinct group

identifications. Yet, based on the above propositions, there is a positive correlation between people's identification and their turnover intention. Consequently, by increasing the level of (un)ethical organizational intentions, the range of turnover intention becomes broader. That is, there is an accumulative result of the distinct types of turnover intention. For example, let us assume that employees perceive organizational intentions to be ethical, not only within their working group, but also within the whole organization. Then, I propose that they are willing, not only to stay in their current job ($\overrightarrow{OA}$), but also to stay in the employer organization ($\overrightarrow{OD}$), as a result of the accumulation of intention to stay in both the job and organization ($\overrightarrow{OD} = \overrightarrow{OA} + \overrightarrow{OB}$). Even more, if they perceive that organizational field intentions as being ethical too, intention to stay in the current organizational field is the accumulated result of their intention to stay in both the organization ($\overrightarrow{OD}$) and the relevant organizational field ($\overrightarrow{OC}$), such as $\overrightarrow{OE} = \overrightarrow{OD} + \overrightarrow{OC}$. This means that the range of turnover intention increases from the narrowest range of intention to stay in the current job to the broadest range of intention to stay in the current organizational field. Conversely, employees' intention to leave their present organizational field is the cumulative outcome of the perceived unethical organizational intentions, from those within their team group to ones within the organization and the broader society. Based on the above discussion I pose the following propositions:

***Proposition 4:*** *The results of perceived (un)ethical organizational intentions are cumulative and positively correlated not only to the level of each type but also to the range of turnover intention. Thus:*

***Proposition 4a:*** *The more ethical organizational intentions increase, from those perceived within working groups to ones perceived within society at large, the more*

*increase is expected to both the level of each type and the range of employee intention to "stay in".*

***Proposition 4b:*** *The more unethical organizational intentions increase, from those perceived within working groups to ones perceived within society at large, the more increase is expected to both the level of each type and the range of employee intention to "leave".*

## 2.5 The Coexistence of Organizational Ethical and Unethical Intentions

In the following, I continue developing our theoretical argument by exploring the coexistence of both types of behaviours within the same working environment. Social identification suggests that people tend to identify with social groups because they need to enhance their self-esteem and reduce feelings of uncertainty (Hogg & Terry, 2000). Both self-esteem enhancement and uncertainty reduction provide a reasonable explanation of why people tend to stay away from unfavorable social groups and prefer to join positively evaluated ones. SIT suggests that when people believe that they belong to a low status group they will try to move into a more favorable group (Haslam & Ellemers, 2005; Hornsey, 2008) and "simply to 'pass' from the low-status group into the more valued one" (Haslam & Ellemers, 2005: 46). In an organizational context, this explains the increase in the mobility of individuals between organizations when the perceived identity of the employer organization is not a favorable one. It also explains why specific group memberships within the organization are preferred over others as people strive to affiliate with favorable groups (Haslam & Ellemers, 2005). In particular, employee turnover tension is growing and worsens when the security and status or legitimacy of an organization or the group identity is threatened (Ashforth & Mael, 1989; Knippenberg & Schie,

2000). Ashforth and Mael (1989) claim that conflict that exists between distinct organizational identities is resolved not by their integration but rather by separating and ordering the different identities. Conflicts solved by integrating identities would undermine their utility given the "unique and context-specific demands" of an identity (Ashforth & Mael, 1989: 30). According to the same authors group evaluations and comparisons are related to the groups' status. When group identities are not aligned with organizational identity then conflict is experienced, especially when the status of the group is low. Indeed, during the cognition process of ordering identification, threats derived from the differentiation of groups of higher status are taken into account (Ashforth & Mael, 1989). The differentiation of the higher status group's identity is often a threat to the lower status group's identity. This is because groups of a higher status are neither concerned with a positive affirmation nor feel unsafe, while groups of a lower status are usually "socially invalidated" (Ashforth & Mael, 1989: 33). For example, in our case, an organization is a higher status group than a working group. That is, the status of each group is perceived as being the same with the hierarchical level of the group. Since group memberships are nested within each other (i.e., work group membership is nested in organization membership), individuals will perceive a cognitive conflict when the lower status (here: work group) group identity is positive but the higher status identity (here: organization) is negatively perceived. That is, the lower status work group identity is likely to be threatened by the higher status organizational identity.

In summary, I suggest that the coexistence of ethical and unethical organizational intentions within the same working environment will facilitate conflicts between distinct groups' identification and in turn, turnover tension will be experienced. This tension will be resolved by separating and ordering the different

identities on a group status basis. Finally, turnover intention with a broader range will prevail over one with a narrower range (Figure 4).

**Figure 4: The Coexistence of Organizational Ethical and Unethical Intentions.**
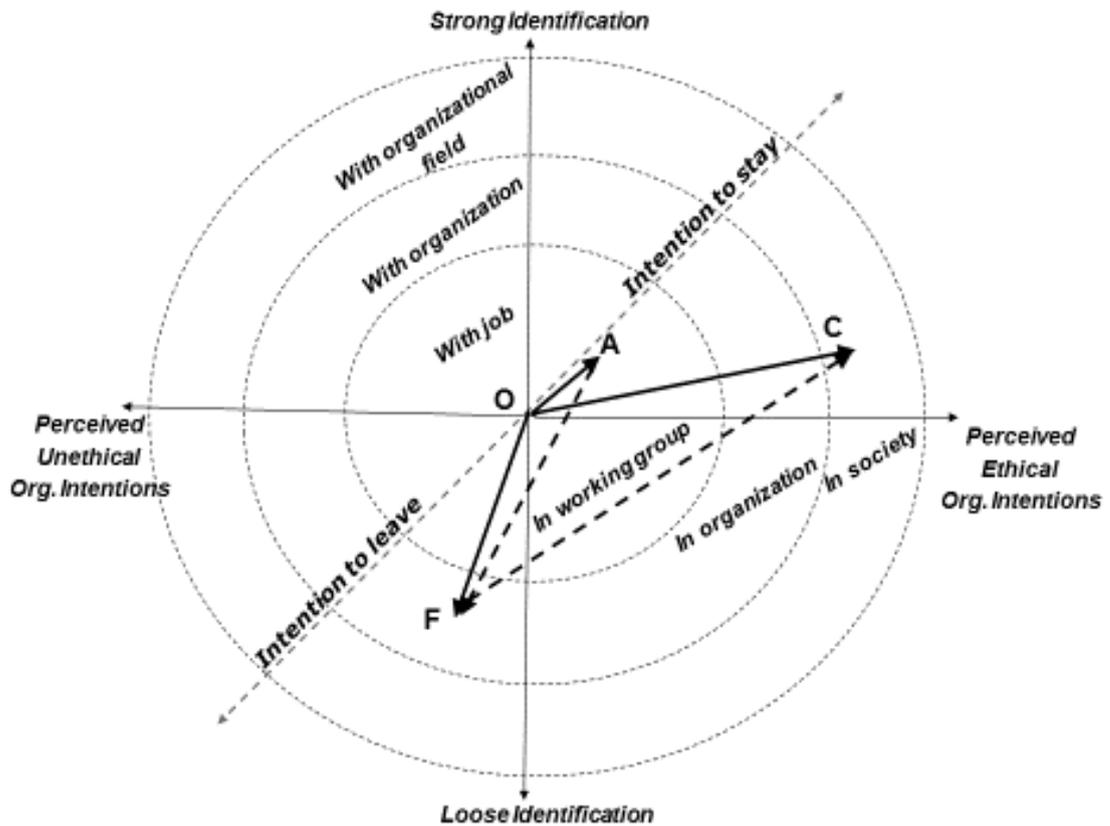


I argue that, in any case, a contrasting identity of a higher status group (i.e. organizational identity) will threaten the identity of a lower status group (i.e. working group identity). Thus, members of the latter may feel unsafe and threatened by the tension between group identities. For example, being a member of a working group (or department or division) and experiencing an ethical supervision enhances a strong positive work group identification. In contrast, a broader unethical organizational environment leads to a loose organizational identification. Such a conflict of identification will cause a turnover tension between employee intention to stay in the working group ($\overrightarrow{OA}$) and intention to leave the organization ($\overrightarrow{OF}$). This tension will result in employees' intention to leave the current organization ($\overrightarrow{AF} = \overrightarrow{OF} - \overrightarrow{OA}$).

Now, let us assume that organizational identification is negative but identification with a higher status and positively evaluated social group, such as the relevant organizational field, is positive. Working in an organization that promotes and demonstrates a strong unethical climate prevents members' identification. However, they work, for example, for a health care organization and they believe that, in general, the health care organizational field is inherently socially responsible in nature. I argue that such conflict between the positive identity of the higher status group (i.e., organizational field) and the negative identity of the lower status group (i.e., employer organization) will also cause turnover tension. That is, intention to leave the organization ($\overrightarrow{OF}$) vs intention to stay in the relative organizational field ($\overrightarrow{OC}$). Finally, this will result in employee intention to stay in the same organizational field ($\overrightarrow{FC} = \overrightarrow{OC} - \overrightarrow{OF}$) as being inherently 'good' and people still wish to work for it. However, I suggest that because of the striving towards a positive identification, people's intent to leave the employer organization and look for alternatives within the same organizational field will increase. In both examples, turnover intention with a broader range prevails over one with the narrow range. For example, intention to leave the organization (broader range) prevails over that of staying in the working group (narrower range) while intention to stay in the same organizational field (broader range) prevails over that of leaving the organization (narrower range), although searching for alternatives increases. Consequently, I address the following propositions:

***Proposition 5:*** *Turnover tension due to the coexistence of ethical and unethical organizational intentions within the same working environment is expected to be resolved on a group status basis. Turnover intention with a broader range prevails over one with a narrower range. Thus:*

*Proposition 5a: When the positive identity of a lower status group (i.e., working group) is threatened by the negative identity of a higher status group (i.e., organization), employee intention to leave the higher status group prevails over that of staying in the lower status group.*

*Proposition 5b: When negative identity of a lower status group (i.e., organization) is threatened by the positive identity of a higher status group (i.e., organizational field), employee intention to stay in the higher group prevails over that of leaving the lower status group. However, intention to search for alternatives within the same higher status group increases.*

## 3. Discussion and Implications

The multi foci theoretical model of this study demonstrates the influence of organizational ethics on different types of turnover intention. In particular, it facilitates the understanding of the way in which (un)ethical organizational intentions, perceived within different work-related social groups, affect both different types and the range of turnover intention. Adopting a virtue ethics perspective and drawing on SIT and organizational identification background, I addressed two research questions: (a) how do (un)ethical organizational intentions perceived by employees within different social groups influence turnover intention? And (b) what particular social groups do people choose to leave or prefer to stay with when they are experiencing (un)ethical organizational intentions? As a consequence, I believe that this theoretical model offers multiple theoretical and practical implications for both scholars and practitioners.

The theoretical model underlines the importance of a virtue ethics approach for the further understanding of the phenomenon of voluntary turnover. According to

the literature there is limited theoretical progress as well as few practical implications of the virtue ethics approach (Wright & Goodstein, 2007). Therefore, such an approach enhances the knowledge in this area and contributes to filling the existing gap regarding the link between (un)ethical organizational intentions and turnover intentions. Turnover is "an interesting, complex process with multiple indicators and outcomes" (Holtom et al., 2008: 243); thus, the investigation of factors that influence turnover intention is important (Costigan et al., 2011; Falkenburg & Schyns, 2007; Griffeth et al., 2000). Consequently, the theoretical model illustrates the significance of exploring and distinguishing the various (ethical) determinants that affect intentions to stay versus intentions to leave particular social groups of their working environment. In addition to the previously suggested types of turnover intention, I introduce organizational field turnover intention. The consideration of organizational field turnover intention is new to the turnover research area and I believe that an approach regarding inherently (ir)responsible organizations and organizational fields facilitates the further understanding of the phenomenon of turnover.

Overall, I suggest a multi-foci theoretical model, thus shaping the way in which (un)ethical organizational intentions affect turnover intention. Consequently, this study contributes to the literature by linking the research topics of virtue business ethics and employee turnover. I believe that such an approach grounded in organizational identification improves our understanding of embedding ethics in organizations and the explanation of the underlying psychological process of turnover intention. At the same time, it improves turnover management and reduces undesirable turnover.

Voluntary turnover matters and it is always a critical issue for organizations (Chen et al., 2011; Van Dick et al., 2004). The attraction, acquisition, and retention of

high-quality employees, the so called human capital, while simultaneously cutting costs poses a great challenge for the management of any organization. Thus, managers are continuously interested in how to cope with undesirable turnover and retain desirable human resources (Liu, Mitchell, Lee, Holtom, & Hinkin, 2012). The proposed model contributes to the very important topic of voluntary turnover by providing valuable information to managers of how to tackle the conditions that increase employee withdrawal cognition, such as intention to quit. Given that "managers have the potential to be agents of virtue or vice within organizations" (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009: 157), I suggest that leaders and managers, at all levels, need to represent, communicate, and demonstrate high ethical standards within and outside the organization. I argue for ethical leaders, within all the "basic building blocks of organizations" (Hogg, Van Knippenberg, & Rast, 2012: 234) to encourage and value desired ethical attitudes and behavior, thus catering towards shaping a strong ethical climate within the organization and, ideally, an inherent social responsibility towards the society at large. Especially, I agree with and add to the view that managers need to understand that socially responsible initiatives and actions are not only important as an external "add-on" (Aguilera et al., 2007: 856), thus enhancing positive relationships and perception of external stakeholders (Hansen et al., 2007). They are just as important as a valuable managerial tool in order to gain the "hearts and minds" of employees (Hansen et al., 2011: 41), thus influencing employee organizational identification and undesirable turnover intention.

In summary, I claim that managers need to pay attention to ethics at both the daily and more general levels of business life in order to improve employees' perceptions regarding supervision as well as organizational climate and social

responsibility. Since working group identification is a strong predictor of identification with other social groups in a working environment, I suggest that managers need to seriously think about how to achieve work group identification in employees. Supervisors need to be aware of their role in demonstrating and promoting ethical behaviors and engaging into virtuous acts (Kanungo, 2001) in order to advance group members' identification and enhance the other types of identification in turn. A strong positive identification is one reason as to why people intend to stay in their current job, stay with the employer organization and with their present organizational field. Organizations' elements such as an ethical character and ethical organizational intentions should be found at all levels within an organizational context. Given that organizations cannot be "irresponsible" and "insensitive" regarding social aspects, indeed, they need to behave as members of the broader society (Solomon, 2004: 1022). I suggest that they explicitly show that they take care of their employees and the society at large (Trevino et al., 1998). I strongly believe that such organizations are what people are in fact choosing to stay with. Especially, inherently responsible organizations are those that people would prefer to identify with and work for. In contrast, people choose to leave organizations that they perceive as immoral and wrong with regard to broadly accepted moral societal norms and standards. Moreover, people prefer to leave inherently irresponsible organizations/organizational fields in striving for positive identification.

## 3.1 Limitations and Future Research

Although I have adopted a multi foci approach in order to develop a comprehensive model that links virtue ethics and turnover phenomenon, I also consider a number of constraints. First, I considered positive identification as guiding

positive attitudes and behaviors and being desirable for both employees and organizations (Kreiner & Ashforth, 2004). However, over-identification is likely to be related to undesired working outcomes, such as not recognising questionable behaviors or organizational unethicality, or even more, showing unethical behaviors for the shake of the organization (Dukerhich, Kramer, & McLean Parks, 1998) as the organizational goals take precedent over moral considerations. A recent study showed that over-identification has a negative impact on employees' health as they devote extra effort at work and they do not spend enough time to recover, resulting in increased levels of pressure (Avanzi, Van Dick, Fraccaroli, & Sarchielli, 2012). In general, over-identification is seen by literature as being negatively related to organizations' and organizational members' outcomes (Kreiner & Ashforth, 2004).

Second, I assumed that ethics influence individuals' social identification in a similar way. However, this general assumption does not take into account individual differences with regard to ethics that exist between people. That is, individuals' judgments and consequent actions depend on personal beliefs and ideology regarding ethics (Davis, Andersen, & Curtis, 2001; Forsyth, 1980; Peterson, 2004; Redfern & Cawforn, 2004), such as the perceived importance of ethics and social responsibility (Singhapakdi, Kraft, Vitell, & Rallapalli, 1995). For example, research findings support that different perceptions of leader's ethical integrity depend on peoples' ethical ideology (Peterson, 2004). This means as a consequence that for some members of an organization, ethics will be more influential regarding their intentions to leave work-related groups than for others.

Third, I focused on distinct types of turnover intention, namely, job, organizational, and organizational field turnover intention. I have not discussed occupational turnover intention which I believe has a broader range than that of

organizational field turnover intention. Blau and Lunz (1998) suggested that because intention to leave an occupation is considered as being conceptually similar to intention to leave, for example, a job, literature often treats them equally. However, the importance of examining distinct types of turnover intentions has been mentioned including organizational and occupational turnover intentions (Blau, 2000; Carmeli & Gefen, 2005; Chang, Chi, & Miao, 2007). For example, Carmeli and Gefen's (2000) study examined the influence of Protestant Work Ethic (PWE) on organizational and occupational turnover intention through organizational and career commitment. They found that the highest correlations exist between domains, that is, between career commitment and occupational turnover, and between organizational commitment and organizational turnover intention. They also found a significant positive correlation between organizational and occupational turnover intentions. Furthermore, Chang and colleagues (2007) found that normative organizational commitment has a significant correlation with occupational turnover intention mediated by organizational turnover intention. Thus, organizational identification is likely to influence occupational turnover, and the impact of organizational ethics on occupational turnover intention would broaden the current discussion. Overall, the findings support the notion that turnover is a multi-foci phenomenon and the different types of turnover intention will have different predictors. An interesting question for future research would be to investigate in how far ethics influence occupational turnover, for example, when a professional group is considered unethical and thus, membership with that group not add to a positive social identity anymore. For example, recent scandals in financial industry have affected the reputation and stability of banks while empirical studies also support the lack of culture in banking industry (Cohn, Fehr, & Marechal, 2014). This is likely to influence bank employees'

intention to leave banking industry, thus influencing organizational field turnover intention or, even, occupational turnover intention.

Finally, I put forward a series of propositions based on existing theoretical perspectives. Future empirical research is needed to test the assumptions proposed in this paper. For example, our proposition can inspire empirical research to investigate the relationship between (un)ethical supervision in working groups, (un)ethical climate within the organization and corporate social (ir)responsibility towards the broader society, on the one hand, and employee intention to remain in or leave their job and current employer organization. This research should take into account how an interaction between those predictors influences the different types of turnover intention in different ways. In addition, it would be interesting to investigate the cumulative effects of ethical predictors on organizational turnover intention. Given the inherent responsible character of particular organizations and organizational fields, our propositions also offer a fruitful ground to test the influence of such ethical predictors on organizational field turnover intention. Lastly, future research needs to empirically test our propositions regarding the interaction of ethical and unethical organizational intentions experienced at the same time at various levels in a working environment. For example, I propose that a conflict between ethical supervision and unethical climate will increase employee intention to leave the current organization, but it would also be of great value to empirically test it.

## 3.2 Conclusion

The current intensive interest in and the very important implications of both employee turnover and business ethics for organizational success enabled our discussion to promote the development of a multi foci theoretical model that links

both issues. From a virtue ethics point of view and drawing on a social identity perspective, the proposed model offers an answer on what kind of organizations will most likely be successful in retaining their employees. Therefore, it contributes to answering the questions as to why people choose to leave or why they prefer to stay in a job, an organization, or even an organizational field. This way, the model contributes and expands the existing literature and also provides a fruitful basis for future research and practical implications.

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# C H A P T E R  3

## Organizational Ethics Influence both Job and Organizational

## Turnover Intention: A Multi-Variable Hypotheses Model

## (Empirical Paper)

## 1. Introduction

Because it is disruptive (Holtom, Mitchell, Lee & Eberly, 2008) and detrimental to organizational functionality (Carmeli & Weisberg, 2006), voluntary employee turnover is always a crucial issue for organizations (Chen, Ployhart, Thomas, Anderson & Bliese, 2011; Smith, Amiot, Callan, Terry, & Smith, 2012; Van Dick et al., 2004a). Defined as quitting on a voluntary basis (Falkenburg & Schyns, 2007; Schyns, Torka, & Gössling, 2007), voluntary turnover is related to financial costs (Harris, Kacmar, & Witt, 2005; Holtom et al. 2008; Hom, Mitchell, Lee, & Griffeth, 2012; Mitchel, Holtom, & Lee, 2001; Palanski, Avey, & Jiraporn, 2014; Schyns et al., 2007; Smith et al., 2012; Van Dick et al., 2004a) and negative work outcomes that may disrupt the performance of the entire organization (Holtom et al., 2008; Shaw, Gupta, & Delery, 2005). Thus, turnover is usually considered to be an undesirable phenomenon for organizations and, although it is one of the most widely considered work outcome in research (Maertz, Griffeth, Campbell, & Allen, 2007), the understanding of its antecedents and predictors still is a significant research topic (Harris et al., 2005; Liu, Mitchell, Lee, Holtom, & Hinkin, 2012; Palanski et al., 2014). Especially, in the current turbulent business environment, the importance of employees' relationship with the employer organization is continuously growing (Epitropaki, 2013), and the retention of the best qualified employees is more critical

than ever before (Maertz et al., 2007). Since organizations cannot guarantee the tenure of employees, the levels of perceived job insecurity are high and the most qualified employees tend to leave. This is known as the "cesspool syndrome" when during period times of organizational uncertainty the most qualified employees are likely to leave a downsizing organization. That is, the less qualified employees remain in the organization and guide it, thus predicting either a cesspool or declining organization, "in a stinky and costly mess" (Bedeian & Armenakis, 1998: 58)

In this study, I link the research topic of turnover with organizational ethics. Recent corporate and business scandals (e.g. Enron, WorldCom, Tyco, HealthSouth, American Insurance Group, Bernie Madoff, and Lehman Brothers) provide evidence that ethics is of great importance for the success of any business and a critical issue for today's economy (Vitell, Ramos, & Nishihara, 2010). They also underline that organizational success and financial performance are 'meaningless' unless they are ethically driven (Hansen, Alge, Brown, Jackson, & Dunford, 2013). At the same time, ethically questionable behaviors affect all the stakeholders inside and outside the organization as well as the broader society (McKinney, Emerson, & Neubert, 2010). As a consequence, there is an intensive and increasing societal demand to embed ethics in organizations, including issues such as corporate social responsibility, ethical leadership and organizational culture, and further research focus onto building ethical and virtuous organizations is very important (Bright & Fry, 2013).

Given the importance of both issues, for academics or practitioners, I focus on organizational ethics and examine their relationship with turnover intention. My focus on turnover intention rather than actual turnover stems from the fact that, first, it is the main predictor of actual turnover (Blau, 1989; Blau, Tatum, & Ward-Cook, 2003; Falkenburg & Schyns, 2007; Griffeth, Hom, & Gaertner, 2000; Harris et al., 2005;

Helm, 2013; Schyns et al., 2007; Steel, 2002; Steel & Lounsbury, 2009; Van Dick et al., 2004a). More importantly, research into actual turnover may not contribute to the avoidance of negative attitudes of individuals before they actually leave as well as preventing the effect that those negative attitudes might have on others' within the organization (Chen et al., 2011; Costigan, Insinga, Berman, Kranas, & Kureshov, 2011; Harris et al., 2005). For instance, lower levels of performance and citizenship behavior have been reported by employees' who intent to leave, although they still remain in the organization (Chen et al., 2011). Therefore, it is more important to focus on perceptions of employees who are still at their workplace rather than the perceptions of those who have already quit (Falkenburg & Schyns, 2007). Finally, turnover intention mainly reflects employees' attitudes and responses towards the internal organizational environment and offers a more accurate judgment of the organizational management practices as it is less affected by external factors, such as employability or labour market tensions which can be boundary conditions of actual turnover (Falkenburg & Schyns, 2007; Zhao, Wayne, Glibkowski, & Bravo, 2007). I also view turnover as a multi-dimensional rather than a single construct (Blau, 2000, 2007; Holtom et al., 2008), and investigate two distinct types of turnover intention, namely, job and organizational turnover intention. Previous research suggests that focusing on multiple withdrawal constructs would increase the understanding of the turnover process (Blau, 2000, 2007; Holtom et al., 2008).

For the scope of this study, organizational ethics comprises several aspects, namely, supervisory ethical leadership, ethical organizational climate and corporate social responsibility. Prior research found a relationship between perceived corporate social responsibility (Hansen et al., 2011), organizational ethical climate (DeConinck, 2011; Demitras & Akdogan, 2015; Jaramillo, Mulki, & Solomon, 2006; Mulki,

Jaramillo & Locander, 2008; Schwepker Jr, 2001) and ethical leadership (Demitras & Akdogan, 2015; Palanski et al., 2014), on the one hand, and turnover intention and, actual turnover, on the other hand. I suggest and empirically test a multi variable research model which assumes that supervisory ethical leadership is a strong predictor of both job and organizational turnover intention. It also examines in how this relationship is mediated by perceived respect, that is, individuals' evaluation of their social standing within the organization (De Cremer & Tyler, 2005; Fuller, Marler, Hester, Frey, & Relyea, 2006; Tyler, 1999). Further, the model suggests that both ethical climate and corporate social responsibility predict organizational turnover intention, and perceived affective commitment and external prestige mediate these relationships respectively. Affective commitment is defined as employees' "emotional attachment to, identification with, and involvement in the organization" (Allen & Meyer, 1996: 253) while perceived external prestige is related to organizational members' perceptions about outsiders' view regarding the organization (Dutton, Dukerich, & Harquail, 1994; Fuller et al., 2006; Tyler & Blader, 2003). Research studies support the negative relationship of perceived respect (Augsberger, Schudrich, McGowan, & Auerbach, 2012; Schyns & Paul, 2005), affective commitment (Carmeli & Weisberg, 2006; Chang, Chi, & Miao, 2007; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Powell & Meyer, 2004; Vandenberghe & Bentein, 2009), and perceived external prestige, and turnover intention as an outcome (Herrbach, Mignonac, & Gatignon, 2004).

Furthermore, the model includes job insecurity and people's ethics position as moderators of the relationships between ethical leadership, ethical climate and corporate social responsibility, on the one hand, and job and organizational turnover intention, on the other hand. During the last decade the Gross Domestic Product

(GDP) fell in real terms in almost all European Union countries while unemployment has strongly and rapidly increased (Karanikolos et al., 2013). As a consequence, organizations have put into action restructuring measures such as downsizing, merging, acquisitions, outsourcing, and part-time or temporary employment and layoffs (Staufenbiel & Konig, 2010). Literature supports that such measures, taken in order to reduce labour cost, usually lead to increased job insecurity among employees (Epitropaki, 2013; Sverke, Hellgren, & Näswall, 2002). Furthermore, job insecurity is related to increasing turnover intention (Ashford, Lee, & Bobko, 1989; Cheng & Chan, 2008; King, 2000; Staufenbiel, & Konig, 2010; Sverke et al., 2002).

Finally, the research model takes into account the moderating effect of people's ethics position, in order to control for the moral differences between individuals. That is, individuals' judgments and consequent actions depend on their personal beliefs and ideology regarding ethics (Redfern & Cawforn, 2004). Prior research found that idealism as well as relativism are related to the extent of the perceived importance of ethics and social responsibility (Singhapakdi, Kraft, Vitell, & Rallapalli, 1995; Vitell et al., 2010).

I use Social Identity Theory (SIT) (Albert, Ashforth, & Dutton, 2000; Hogg & Abrams, 1988; Hogg & Terry, 2000, 2001; Tajfel, 1978; Tajfel & Turner, 1979; Turner, 1987) as a background to argue for the above discussed relationships between ethics and turnover intention. SIT focuses on individuals' intra- and inter- social group behaviours and provides a structure that enables the interpretation of work related behaviors (Ashforth & Mael, 1989; Ellemers, Kingma, Van de Burgt, & Barreto, 2011; Haslam & Ellemers, 2005; Korte, 2007; Turner, 2010; Van Dick, Wagner, Stellmacher, & Christ, 2004b). In particular, research found that in times of continuous change, such as the today's business conditions, the relationship and

emotional bonds between employees and the organization are crucial for both the organization and its members (Van Dick, 2004). Furthermore, there is still a need to empirically test the social-psychological perceptions that explain people different of identifications within the workplace such as identification with the working group and organizational identification (Smith et al., 2012). Based on the above discussion, I consider both identification with the working group and with the organization as being socio-psychological paths that provide reasonable explanations of the relationships established in the model.

In summary, I suggest and empirically test a multivariable model that lays out how various aspects of organizational ethics, namely, supervisory ethical leadership, ethical climate and corporate social responsibility may affect employee intention to leave the organization through specific socio-psychological pathways. All above mentioned studies have examined the influence of such predictors of turnover intention separately. To the best of my knowledge, there is no prior study suggesting a multi variable model that examines the simultaneous influence of multiple predictors with regard to ethics in organizations on employee turnover intention. This constitutes the contribution of this study. In addition, the model provides insights into the relationship of organizational ethics with turnover intention from a social identity perspective and the underlying socio-psychological process. Overall, it advances our knowledge regarding embedding ethics in organizations and can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

In the following, I critically review the existing literature and address a number of hypotheses that form a multi variable hypotheses model. Then, I present the methodology of the current research and the analysis of the data as well as the findings. Finally, I discuss theoretical and practical implications, and conclude with

100

the future research challenges.

## 2. Literature and Hypotheses Development

### 2.1 Social Identity in an Organizational Context

From a social identity perspective our understanding of attitudes and behaviors in an organizational context is based on group membership and important identities related to work. In particular, and relevant to the study presented here, research based on social identification is relevant to understanding business ethics (Brown & Mitchell, 2010) and turnover intention (De Moura, Abrams, Retter, Cunnarsdottir, & Ando, 2009; Van Dick et al., 2004a). This is based on the view that social identity in an organizational context may be strongly related to both business ethics and turnover issues (Brown & Mitchell, 2010; Van Dick at al., 2004a). For instance, organizational identification may provide a point of reference that prevents turnover intention with respect to the organization (De Moura et al., 2009).

Drawing on SIT, organizational identification is defined as "one form of psychological attachment that occurs when members adopt the defining characteristics of the organization as defining characteristics for themselves" (Dutton et al., 1994: 242). This means that valued characteristics of the organization may evoke feelings of commitment and belongingness to the organization (Ellemers et al., 2011). Since most people spend more time of their life in a workplace than they do in other social groups and, their living or even future is associated with that of the employer organization (Bergami & Bagozzi, 2000), organizational identification is often more prominent than other types of identifications such as nationality, gender or age (Bergami & Bagozzi, 2000; Dutton, Roberts, & Bednar, 2010). Then, social

identification may derive from membership with a number of social subgroups within an organizational context such as working teams or departments and divisions (Ashforth & Mael, 1989; Ashmore, Deaux, & McLaughlin-Volpe, 2004; Gautam, Van Dick, & Wagner, 2004; Hogg & Terry, 2000; Korte, 2007; Van Dick, Wagner, Stellmacher, & Christ, 2005). For the scope of this paper, I distinguish between identification with working groups and organizational identification.

Ellemers, Kortekaas, and Ouwerkerk (1999: 372) - based on Tajfel (1978, 1982) - refer to the three distinct components that may contribute to one's social identity. That is, "a cognitive component (a cognitive awareness of one's membership in a social group - self-categorisation), an evaluative component (a positive or negative value connotation attached to this group membership - group self-esteem), and an emotional component (a sense of emotional involvement with the group - affective commitment)". Research studies have shown the distinctive character of the three components of identification (Ellemers et al., 1999; Van Dick et al., 2004b) and there is evidence of the need for and usefulness of considering each one of them separately in organizational studies (Van Dick, 2004; Van Dick et al., 2004b). For example, Van Dick et al.'s (2004b) studies showed that turnover intentions may be more strongly correlated to the affective component of identification. Thus, for the scope of this study I treat them as separate indicators influencing employees' organizational identification through different psychological paths.

The cognitive component is related to a cognitive awareness of belonging to a social group, thus reflecting one's self-categorization for achieving and maintaining a social identity (Tajfel, 1978, 1982). The evaluative component is related to a positive or negative value connotation with regard to the group membership, thus reflecting perceived group self-esteem. Being identified with a group is not only related to

perceived self-inclusion but also to the value derived from the group membership (Ellemers, Sleebos, Stam, & de Gilder, 2013). A group based self-esteem derives from self-worth evaluations because of one's membership (Bergami & Bagozzi, 2000) such as direct self-worth evaluations (e.g., I am efficient) or other members' perceptions about one's self (e.g., I am taken seriously) or one's ability of doing things (e.g., I can make the difference) (Pierce et al., 1989).

As an extension of SIT, Tyler and Blader's (2003) group engagement model suggests two different status evaluations by which employees shape their perceptions of self-categorization and self-worth within the workplace and enhance identification with the organization. Firstly, organizational members evaluate the status of the organization. That is, perceived external prestige is related to organizational members' perceptions about outsiders' view regarding the organization (Dutton et al., 1994; Fuller et al., 2006; Tyler & Blader, 2003). Perceived external prestige or "construed external image" provides an answer to the question of "How do outsiders think of me because of my association with this organization?" (Dutton et al., 1994: 248). Secondly, organizational members evaluate their own status within the organization and are concerned about their reputation within it (De Cremer & Tyler, 2005). That is, perceived respect is related to members' perceptions about their status in the eyes of others within the organization (De Cremer & Tyler, 2005; Fuller et al., 2006; Tyler & Blader, 2003). Consequently, perceived respect is a matter of employees' social standing within the organization while perceived external prestige concerns the social standing of the organization (Fuller et al., 2006). Although perceptions of respect and external prestige are distinct, they both reflect organizational members' judgments on status issues and influence organizational identification (Fuller et al., 2006; Tyler & Blader, 2003). Membership with a

prestigious and socially valued organization is related to a positive social identity (Fuller et al., 2006). This is because of feelings of inclusion and social integration with such a valued organization (Tyler & Blader, 2003). Consequently, I consider perceived external prestige as reflecting the cognitive component of one's social identity related to one's self-categorization. Perceived respect is related to judgments about one's status and reflects the reputational self that focuses on the person status within the group and one's self-worth (Tyler & Blader, 2003). That is, one's perception as being a valuable member of the group (De Cremer & Tyler, 2005; Tyler, 1999). Employees who feel that are meaningful and worthwhile have a high group based self-esteem (Pierce et al., 1989). In this sense, I consider perceived respect as reflecting the evaluative component of one's social identity related to one's group self-esteem.

The emotional component of organizational identification reflects feelings of psychological ties and people's emotionally involvement with a social group such as organizations (Ellemers et al., 1999; Van Dick, 2001; Van Dick et al., 2004b). It is very common that research uses the emotional component (affective identification) of organizational identification interchangeably with organizational affective commitment (Ashforth, Harrison, & Corley, 2008; Gautam et al., 2004; Van Dick, 2004b; Van Knippenberg & Sleebos, 2006) as both refer to employees' attitudes towards the organization or other subgroups (Gautam et al., 2004). Affective commitment is one of the three components that constitute organizational commitment: the normative component refers to employees' feeling of obligation to stay with the organization (duty dimension), the continuance component is related to the costs when employees leave the organization (cost dimension) and the affective component is related to employees' emotional attachment to, identification with, and

involvement in the organization (desire dimension) (Allen & Meyer, 1996: 253). Obviously, the definition of affective commitment includes the component of identification and thus, is strongly related with identification (Bergami & Bagozzi, 2000). However, they reflect different psychological paths. That is, identification reflects perceived psychological oneness related to self-concept while commitment refers to association of people with a social group as being two separate psychological entities (Ashforth et al., 2008; Van Knippenberg & Sleebos, 2006). According to Meyer, Becker, and Vandenberghe (2004) identification results in affective commitment. On the other hand, Ashforth et al. (2008) discuss that it is affective commitment that may strengthen organizational identification. From a holistic point of view, Van Dick (2001) presented an integrated model of social and organizational psychological terms, and processes of identification and commitment as well as the resulting organizational and personal outcomes. According to the model, the cognitive component of identification leads to affective and evaluative components as well as to behavioral outcomes, both organizational and personal, and, finally, to identification with the organization. By integrating organizational identification with organizational commitment, the model indicates that it is the emotional component of organizational identification (affective identification) that reflects the affective component of organizational commitment (affective commitment) while the normative and continuance components of organizational commitment are not included in the identification process. Based on this view, I consider organizational affective commitment as reflecting the emotional component of organizational identification.

Further, Van Dick (2004) concludes that organizational affective commitment is likely a good predictor of many attitudes and behaviours within a working

environment. Thus, it can provide an appropriate pathway to relate ethical aspects such as an ethical climate to turnover intention. Research findings also support that affective commitment is related to positive outcomes, including employees' well-being and reduced turnover (Gautam et al., 2004; Van Dick, 2004).

In summary, I consider that perceived external prestige, perceived respect, and affective commitment may reflect the three components of identification, namely, the cognitive, evaluative and the emotional ones. Based on the view that SIT is an intermediate theory (Walumbwa et al., 2011), I examine how the above identification components can serve as providing reasonable explanations for the relationships between supervisory ethical leadership, ethical climate and CSR, on the one hand, and job and organizational turnover intention, on the other hand. From this point of view, this study provides additional insights of the relationship of organizational ethics with turnover intention from a social identity perspective and the underlying socio-psychological process. In the succeeding sections, I explain in more detail my hypotheses as built upon such socio-psychological pathways and put forward a multivariable research model.

## 2.2 Ethical Leadership, Perceived Respect and Turnover Intention

Ethical leadership is defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and, decision-making" (Brown, Trevino, & Harrison, 2005: 120). This definition underlines the relevance of the leader both as a moral person and a manager who promotes enhanced attitudes and influences behaviors of people (Brown & Mitchell, 2010; Brown et al., 2005). Ethical leaders set ethical standards and emphasize fair

treatment and shared values that they communicate to employees, thus urging them to conduct themselves ethically and preventing and punishing undesirable behaviors (Brown & Mitchell, 2010; Brown et al., 2005; Brown & Trevino, 2006). Overall, they are concerned about people (Brown et al., 2005). At all levels within the organization, both leaders and supervisors play a key role in the promotion of ethics in organizations (Brown & Mitchell, 2010; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Trevino & Brown, 2005). Brown et al.'s (2005) empirical studies indicate that supervisory ethical leadership is positively related to fairness, honesty and consideration behaviour, thus implying treating employees' with dignity and respect. Thus, one can assume that supervisory ethical leadership is positively related with group members' perceptions regarding respect.

Furthermore, perceived respect is individuals' evaluation of their social standing within the organization (De Cremer & Tyler, 2005; Fuller et al., 2006; Tyler, 1999) and reflects the evaluative component of members' identification (De Cremer & Tyler, 2005). As a consequence, ethical leaders promote in-group member identification as members feel respected (Walumbwa et al., 2011; Walumbwa & Schaubroeck, 2009). From a multi foci identification approach, which argues for different types of identifications, namely, group identification and organizational identification, I suggest that supervisory ethical leadership may result in a strong group identification because of employees' feelings of perceived respect. Furthermore, research studies have shown a negative correlation (Riketta, 2005; Riketta, Van Dick, & Rousseau, 2006) both direct (De Moura et al., 2009) and indirect (Van Dick et al., 2004a) between identification and turnover intention. In a meta-analysis of organizational identification research, Riketta (2005) indicated that organizational identification is correlated with work-related intentions and behaviors.

In particular, turnover intention was strongly and negatively correlated with organizational identification. Research studies have also shown a negative relationship between perceived respect and turnover intention (Augsberger et al., 2012; Schyns & Paul, 2005). Finally, in a very recent study which examined the effect of ethical leadership on turnover intention, ethical leadership was found strongly and negatively correlated with turnover intention and the relationship was mediated by ethical climate (Demitras & Akdogan, 2015). Based on the above discussion and underpinned by a SIT perspective, I suggest that the negative correlation between ethical leadership and job turnover intention will be mediated by perceived respect as it reflects the evaluative component of group identification. That is, ethical leadership is positively related to perceived respect which in turn is negatively related to job turnover intention. Thus, controlling for the mediating effect of perceived respect will make the correlation between ethical leadership and job turnover intention less strong. I therefore assume:

*H1a: Ethical Leadership is positively correlated with Perceived Respect.*

*H1b: Perceived Respect is negatively correlated with employee Job Turnover Intention.*

*H1c: Perceived Respect will mediate the impact of Ethical Leadership on employee Job Turnover Intention.*

Furthermore, ethical leaders make people feel like a part of an organization (Brown & Trevino, 2006). In particular, lower-level managers are concerned more than executive ethical leaders with in-group relationships; thus, direct supervisors are more likely to affect employees' attitudes and behavior (Brown & Trevino, 2006; Mayer et al., 2009; Walumbwa et al., 2011) as well as their followers' perceptions of the organization ethicality (Ogunfuwora, 2013). Ethical leadership of supervisors,

can be perceived by employees as representing both the working group and the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Fuller et al., 2006; Smith et al., 2012). This way they influence team members' perceptions of the organization (Trevino & Brown, 2005; Ogunfowora, 2013; Walumbwa, Cropanzano, & Hartnell, 2009) and whether they are treated with respect and dignity (Trevino & Brown, 2005; Ogunfowora, 2013), thus communicating belongingness and inclusion in the organization (Tyler, 1999). When individuals feel respected and valued are likely to identify with the organization (Fuller et al., 2006; Walumbwa et al., 2011). Indeed, Walumbwa and colleagues' study (2011) found a positive correlation between ethical supervision and organizational identification. Therefore, I argue here that supervisory ethical leadership will enhance organizational identification because of perceived respect, thus, in turn, influencing organizational turnover intention. In summary, I suggest that the negative correlation between ethical leadership and job turnover intention will be mediated by perceived respect as it reflects the evaluative component of group identification. That is, ethical leadership is positively related to perceived respect (Hypothesis H1a) which in turn is negatively related to organizational turnover intention. Thus, controlling for the mediating effect of perceived respect will make the correlation between ethical leadership and organizational turnover less strong. Consequently, I suggest the following hypotheses:

*H2b: Perceived Respect is negatively correlated with employee Organizational Turnover Intention.*

*H2c: Perceived Respect will mediate the impact of Ethical Leadership on employee Organizational Turnover Intention.*

**2.3 Ethical Climate, Affective Commitment and Turnover Intention**

I consider ethical climate as being "the prevailing perceptions of typical organizational practices and procedures that have ethical content" and representing an important source of "those aspects of work climate that determine what constitutes ethical behavior at work" (Victor & Cullen 1988: 101). Thus, by the term "ethical climate", I mean a strong organizational climate regarding ethics. An ethical climate reflects a preferable workplace as it enforces ethical values such as trust and honesty (Mulki, Jaramillo, & Locander, 2008; Schwepker Jr., 2001). It seems that people prefer to work in such ethical environments (Vitell & Paolillo, 2004) that support positive work related attitudes and behaviors (Martin & Gullen, 2006; Mulki et al., 2008; Victor & Cullen, 1988). This is because of perceived feelings of trustworthiness and belongingness to a shared community (Mulki et al., 2008). Therefore, an ethical climate reflects a positive organizational identity (Dutton et al., 2010), and people are more likely to stay in the organization (Knippenberg & Schie, 2000; Van Dick et al., 2004a). Furthermore, research studies have shown that the organization's morality (honesty and trustworthiness) affects satisfaction, pride and commitment (Ellemers, Pagliaro, Barreto & Leach, 2008; Ellemers et al., 2011), and results in a stronger employee intention to stay in the organization (Ashforth & Mael, 1989; De Moura et al., 2009; Cohen, 1993; Van Knippenberg & Van Schie, 2000).

Based on the above discussion, I argue that organizational ethical climate contributes towards members' organisational identification as usually people strive for a positive self-definition through memberships with positive evaluated work-related social groups. Furthermore, given that affective commitment reflects the affective component of identification, I assume here that it is affective commitment that is enhanced by an ethical organizational climate, thus strengthening the

emotional bonds with the organization. This view is in line with research findings indicating that employees' perceptions of an ethical climate are associated with organizational commitment (Dickson, Smith, Grojean, & Ehrhart, 2001; Martin & Cullen, 2006; Schwepker Jr., 2001; Trevino, Butterfield, & McCabe, 1998). Trevino and colleagues study (1998) found that employees' organizational commitment is affected by the ethical context in an organization such as ethical culture and ethical climate. Employees were more committed to organizations with a greater concern regarding employees and the community welfare. More recently, ethical climate was found to be positively correlated with affective commitment (Demitras & Akdogan, 2015). Employees' willingness also to continue their membership with the organization is a key element of affective commitment (Pratt, 1998). Research studies support the negative correlation between affective commitment and turnover intention (Carmeli & Weisberg, 2006; Chang et al., 2007; Meyer et al., 2002; Powell

& Meyer, 2004; Vandenberghe & Bentein, 2009; Van Dick, 2004). Therefore, I suggest that ethical climate is correlated with turnover intention because of the perceived affective commitment that is enhanced by organizational identification. Furthermore, ethical climate has been found to be directly related with turnover intention (DeConinck, 2010; Jaramillo et al., 2006; Multi et al., 2008; Schwepker, 2001). Thus, I post the following hypotheses:

*H3a: Ethical Climate is positively correlated with Affective Commitment*

*H3b: Affective Commitment is negatively correlated with employee Organizational Turnover Intention.*

*H3c: Affective Commitment will mediate the impact of Ethical Climate on employee Organizational Turnover Intention.*

## 2.4 Corporate Social Responsibility (CSR), Perceived External Prestige and Turnover Intention

Regarding the CSR, I advocate the view that it is related to "clearly articulated and communicated policies and practices of corporations that reflect business responsibility for some of the wider societal good" (Matten & Moon, 2008: 405). This implies organizations' willingness and initiatives to enforce and fulfil societal expectations beyond legal and financial responsibilities (Carroll & Shabana, 2010) including issues of justice, rights, and human welfare (Bauman & Skitka, 2012). That is, it reflects the organization's readiness to engage with the broader society as a good citizen (Ellemers et al., 2011).

In general, the ethical conduct of an organization such as CSR, corporate social performance or corporate citizenship influences people evaluations of organizational morality (Bauman & Skitka, 2012; Ellemers et al., 2011) and prestige (Albinger & Freeman, 2000; Evans & Davis, 2008; Greening, & Turban, 2000). People in an organization are interested in and influenced by the favorable status of the employer organization. It is more likely for them to identify with organizations that are perceived to be more prestigious and socially valued (Ashforth & Mael, 1989; Fuller et al., 2006; Tyler, 1999; Tyler & Blader, 2003; Smidts, Pruyn, & Van Riel, 2001; Bartels, Pruyn, De Jong, & Joustra, 2007). The more attractive the organization's identity is perceived the stronger is people's identification with the organization will be (Dutton et al., 1994). Recent research findings also support the relationship between CSR and organizational identification (Kim, Lee, Lee, & Kim, 2010; Glavas & Godwin, 2013).

Based on the above discussion, I argue that CSR is correlated with members' organizational identification, thus affecting their turnover intention. I also consider

that it is perceived external prestige, the cognitive component of identification, which is enhanced by CSR. Indeed, when organizational members think of the organization's external image as positive and socially valued, then perceived external prestige is also positive and thus, organizational identification is enhanced (Dutton et al., 1994; Herrbach et al., 2004; Kim et al., 2010). Therefore, I suggest that CSR is correlated with turnover intention through perceived external prestige, which reflects the cognitive component of identification. Research studies found an effect of perceived external prestige on turnover intention either directly or partially mediated by job satisfaction and affective commitment (Herrbach et al., 2004), organizational commitment (Kang, Stewart, & Kim, 2011), or interacting with need for organizational identification (Mignonac, Herrbach, & Guerrero, 2006). Furthermore, research studies have shown that social responsibility of the employer organization reduces intention to leave it (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). Consequently, I suggest the following hypotheses:

*H4a: Perceived CSR is positively correlated with Perceived External Prestige*

*H4b: Perceived External Prestige is negatively correlated with employee Organizational Turnover Intention.*

*H4c: Perceived External Prestige will mediate the impact of perceived CSR on employee Organizational Turnover Intention.*


## 2.5 Individual's Ethics Position: Moderating Ethics Perceptions

Literature as well as research studies support that an individual's judgments and consequent actions depend on personal beliefs and ideology regarding ethics (Davis, Andersen, & Curtis, 2001; Forsyth, 1980, 1992; Peterson, 2004; Redfern & Cawforn, 2004; Vitell et al., 2010). Forsyth (1980, 1992) suggested that idealism and

relativism are the components of personal moral philosophy, thus describing individuals' moral differences (Davis et al., 2001). An idealistic approach argues that people should be concerned with others' welfare while realism suggests that sometimes harm might be necessary for the greatest good (Forsyth, 1980). A highly idealistic individual believes that moral applies unconditionally (Vitell et al., 2010) and may estimate unethical actions more critically than an individual of highly relativism (Kish-Gephart, Harrison, & Trevino, 2010). Contradictory, highly relativistic people may not take into account universal ethical principles when they judge unethical actions (Vitell et al., 2010) and their decisions depend on the conditions that exist when the decisions are made (Kish-Gephart et al., 2010). Prior research found that idealism as well as relativism are related to the perceived importance of ethics and social responsibility. In particular, the higher the idealism, the higher the importance of ethics and social responsibility in an organizational context is perceived to be. Then, the higher the relativism, the lower is the perceived importance of ethics and social responsibility (Singhapakdi et al., 1995; Vitell et al., 2010).

As already mentioned, being identified with an organization is related to perceived oneness with the organization (Mael & Ashforth, 1992). Individuals' identification implies that organizational characteristics are perceived as characteristics for themselves (Dutton et al., 1994). It is also discussed that ethical organizational aspects, namely, ethical leadership, ethical climate and CSR set ethical standards, promote and communicate ethical values, and enforce ethical conduct, thus enhancing a preferable workplace and fulfilling societal expectations regarding universal principles of human rights and well-being. Therefore, I argue here, that individuals identified with organizations that demonstrate such ethical

organizational characteristics perceive the defining organizational ethical standards and values as well as attitudes and behavior as defining their own characteristics. I also suggest, that these perceptions are stronger for highly idealistic individuals who believe in universal moral principles and rules and lower for highly realistic individuals, thus influencing respectively their identification with the organization. Therefore, I argue that the relationship between ethical leadership, ethical climate and CSR, on the one hand, and organizational identification, on the other hand, will be influenced respectively for highly idealistic or realistic individuals. For example, the higher the idealism, the higher the influence of ethical climate on organizational identification. Thus, controlling for the moderating effect of idealism will make the correlation between ethical climate and organizational identification stronger. In summary, given that perceived respect, affective commitment, and perceived external prestige reflect the evaluative, affective, and cognitive components of identification, I suggest the following hypotheses:

*H1d: The relationship between Ethical Leadership and Perceived Respect will be moderated by individual's Ethics Position. Thus, the higher the Idealism the higher the relationship between Ethical Leadership and Perceived Respect and, the higher the Relativism the lower the relationship between Ethical Leadership and Perceived Respect.*

*H2d: The relationship between Ethical Climate and Affective Commitment will be moderated by individual's Ethics Position. Thus, the higher the Idealism the higher the relationship between Ethical Climate and Affective Commitment and, the higher the Relativism the lower the impact of Ethical Climate on Affective Commitment.*

*H3d: The relationship between CSR and Perceived External Prestige will be moderated by individual's Ethics Position. Thus, the higher the Idealism the higher*

*the relationship between CSR on Perceived External Prestige and, the higher the Relativism the lower the relationship between CSR and Perceived External Prestige.*

Combined with previously hypotheses addressed, the above hypotheses regarding the relationship between ethical aspects, namely, ethical leadership, ethical climate and corporate social responsibility, on the one hand, and perceived respect, affective commitment and perceived external prestige, on the other hand, imply moderated mediation. That is, the strength of the indirect effect of the predictor on the dependent variable varies as it depends on the level of a third variable, which is a moderator one (Bauer, Preacher, & Gil, 2006). In this case, the employees' ethics position may significantly determine the hypothesized mediating effect of ethical leadership, ethical climate and CSR on job and organizational turnover intention. For example, perceived respect may be a stronger mediator of the relationship between ethical leadership and job, and organizational turnover intention when employees report high idealism. As a consequence, I take into consideration the moderating effect of employees' ethics position on the relationship of ethical leadership, ethical climate and corporate social responsibility, on the one hand, with job and organizational turnover intention, on the other hand, through perceived respect, affective commitment and perceived external prestige. Therefore, I suggest the following hypotheses:

*H4d: The higher the Idealism the higher the indirect effect of Ethical Leadership on job and organizational turnover intention through Perceived Respect. The higher the Relativism the lower the indirect effect of Ethical Leadership on job and organizational turnover intention through Perceived Respect.*

*H5d: The higher the Idealism the higher the indirect effect of Ethical Climate on organizational turnover intention through Affective Commitment. The higher the*

*Relativism the lower the indirect effect of Ethical Climate on organizational turnover intention through Affective Commitment.*

*H6d: The higher the Idealism the higher the indirect effect of CSR on organizational turnover intention through Perceived External Prestige. The higher the Relativism the lower the indirect effect of CSR on organizational turnover intention through Perceived External Prestige.*

## 2.6 Job Insecurity: Moderating Turnover Intention

Due to the economic crisis a lot of organizations attempt more than ever before to reduce labor costs by promoting layoffs and/or restructure via downsizing. Consequently, employees are involuntarily laid off or hired temporarily (Staufenbiel & Konig, 2010). In any case, they are experiencing a changing working environment in terms of their feelings of job insecurity (Sverke & Hellgren, 2002; Sverke et al., 2002). It seems that during recessionary periods job insecurity at a certain level is likely unavoidable (De Witte, 2005).

Job insecurity is described as the subjective perception of an employee regarding the potential probability of involuntarily losing his/her current job (De Witte, 2005; Sverke & Hellgren, 2002; Sverke et al., 2002). It is a multidimensional construct encompassing a perceived threat to job features, perceived threat to the total job, and powerlessness (Ashford et al., 1989). Job insecurity may stem from an event affecting the entire organization such as an economic crisis or from an event affecting only one individual, for example, when an individual has received a negative performance appraisal. Being a work related stressor, it has a psychological effect on people's well-being at work as well as on organizational related attitudes and behaviors (Sverke & Hellgren, 2002; Sverke et al., 2002; De Witte, 2005).

Ashford and colleagues' study (1989) indicated the negative relationship between job insecurity and organizational commitment. Also, Lee and Peccei's (2007) study found a negative relationship between job insecurity and perceive organizational support, organization-based self-esteem as well as affective commitment. Job insecurity affects employees' perceptions regarding the trustworthiness of the organization and reduces their emotional ties with it. In general, it is perceived by employees as a breach of their psychological contract with the employer organization (Sverke et al., 2004), thus eroding the relationship between employee-employer (Robinson, Kraatz & Rousseau, 1994) and causing less identification with organizational goals (Erlinghagen, 2008).

Based on the above discussion and given the inherent uncertainty involved in job insecurity (Sverke et al., 2004), I argue that job insecurity is negatively correlated with identification in an organizational context. That is, job insecurity is negatively correlated with both job and organizational identification, thus influencing work related and organizational attitudes and behaviors, namely, turnover intention. Indeed, research studies have shown that job insecurity perceptions may activate a withdrawal process, thus increasing turnover intention (Ashford et al., 1989; Cheng & Chan, 2008; King, 2000; Staufenbiel & Konig, 2010; Sverke et al., 2002). Consequently, I argue here that job insecurity is likely to moderate the relationship between perceived respect, affective commitment, and perceived external prestige, on the one hand, and job and organizational turnover intention, on the other. For instance, high levels of perceived job insecurity may lower the impact of perceived external prestige on organizational turnover intention. In summary, I pay attention to the moderating effect of perceived job insecurity on the relationship between perceived respect, affective commitment, and perceived external prestige, on the one

hand, and job and organizational turnover intention, on the other. Thus, I derive in the following hypotheses:

*H1e: The relationship between employees' Perceived Respect and Job Turnover Intention will be moderated by Perceived Job Insecurity. Thus, the higher the Perceived Job Insecurity the lower the impact of Perceived Respect on Job Turnover Intention.*

*H2e: The relationship between employees' Perceived Respect and Organizational Turnover Intention will be moderated by Perceived Job Insecurity. Thus, the higher the Perceived Job Insecurity the lower the impact of Perceived Respect on Organizational Turnover Intention.*

*H3e: The relationship between Affective Commitment and Organizational Turnover Intention will be moderated by Perceived Job Insecurity. Thus, the higher the Perceived Job Insecurity the lower the impact of Affective Commitment on Organizational Turnover Intention.*

*H4e: The relationship between employees' Perceived External Prestige and Organizational Turnover Intention will be moderated by Perceived Job Insecurity. Thus, the higher the Perceived Job Insecurity the lower the impact of Perceived External Prestige on Organizational Turnover Intention.*

Box 1 summarizes the hypotheses. The model shows the relationships between ethics aspects and turnover intention in an organizational context. Adopting a social identity perspective the model draws on specific socio-psychological paths and puts forward multiple mediating variables that may influence this relationship. Finally, it provides explanations of the indirect effects of various variables that may moderate the established relationships.

**Box 1: Organizational Ethics Influence Job and Organizational Turnover Intention: A Multi-Variable Hypotheses Model.**



| | | | |
|---|---|---|---|
| **CSR:** | Corporate Social Responsibility | **PEP:** | Perceived External Prestige |
| **EC:** | Ethical Climate | **PAC:** | Perceived Affective Commitment |
| **EL:** | Ethical Leadership | **PR:** | Perceived Respect |
| **JTI:** | Job Turnover Intention | **ORTI:** | Organizational Turnover Intention |
| **EP:** | Ethics Position | **JI:** | Job Insecurity |
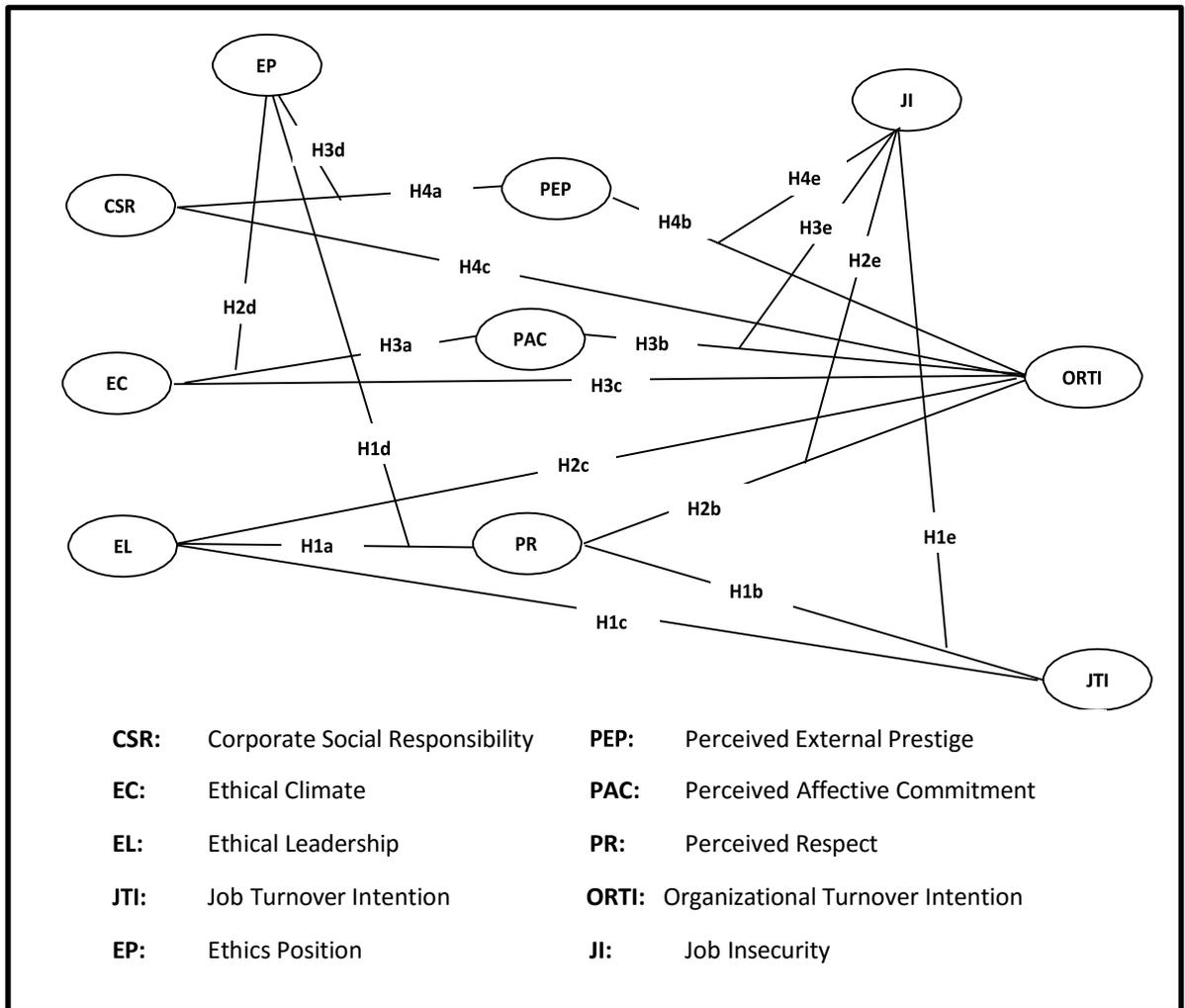
In the following sections, I present and discuss in detail the research methodology, and the analysis and findings of the current research.

## 3. Method and Findings

### 3.1 Overview of the Studies

For the scope of this study, I conducted three empirical studies. First, I undertook a pilot study in the UK. The study examined hypotheses H1a, H2b, H2c, and H1d regarding the relationship between Ethical Leadership (EL) and Organizational Turnover Intention (ORTI) mediated by the Perceived Respect (PR), and moderated

by employees' Ethics Position (EP). Subsequently, I tested the full research model through two main surveys that were separately carried out in the UK and Greece during 2014-2015. I chose the UK and Greek business contexts as being appropriate, in term of their standing in the current economic crisis. Southern European countries are more affected by and are experiencing "hardest and longest" this economic crisis (Petmesidou & Guillen, 2014). In particular, Greece has been hit stronger than any other European country by this economic recession (Ifanti, Argyriou, Kalofonou, & Kalofonos, 2013). After many years of development and growth the Greek economy has downsized significantly (Economou, Madianos, Peppou, Patelakis, & Stefanis, 2013; Epitropaki, 2013) including loss of millions jobs. In real terms, from 2009 to the second quarter of 2014, Greece suffered a huge loss of the working population. That is, one million people representing about 30% of the working population during this period. In particular, the unemployment rate of young people between 15 to 24 years old climbed up to 57% in 2014. Overall, it is far away from meeting the EU 2020 target for 75% employment of population between 20 and 64 years old (Petmesidou, & Guillen, 2014). As such, I chose Greece because of the increased feelings of job insecurity that the workforce might be currently experiencing and the UK as a comparison sample. Indeed, compared with the UK, the Eurostat statistical findings indicated that the total unemployment rate in 2014 -2015 was 25.7% in Greece and 5.7% in the UK (Eurostat, LFS data base). The same findings underlined that in January 2016 the UK was among the EU members that recorded the lowest unemployment rates (UK: 5.1%). At the same time, Greece and Spain recorded the highest unemployment rates (Greece: 24.6%).

All studies investigated independent samples of people employed in a large number of different types of organizations in the public and private sector. Also, the

participants worked at different levels within organizations, mainly as workers, middle or senior managers. In this way, I improved the strength and generalizability of the research findings. In the following, I describe the specific characteristics of the participants as well as the procedures employed in each study.

**3.1.1 Study 1: The Pilot Study**

*3.1.1.1 Procedure*

For the collection of the data, I distributed a self-administered structured questionnaire in the UK (Appendix I). I emailed the questionnaire, which was composed of parts of the complete survey questionnaire for the main study (48 items out of 93 in total), to a large number of employees in various organizations. I used a broad network of people such as friends and colleagues that would be willing to participate in the survey. An information letter introduced the aim of the survey. It also stated that participation was voluntary and data would be treated anonymously. During the survey time period, I sent two reminders in order to increase the response rate of the study. Finally, after a period of six months I collected 49 responses in total, which is a quite good sample to analyse in terms of a preliminary survey (Hill, 1998; Johanson & Brooks, 2010)

*3.1.1.2 Sample 1*

Sample 1 constituted of 49 employees in a variety of companies in the UK business sector. Out of the 49 respondents, 27 were male (55.1%) and 22 were female (44.9%). The remaining demographics were measured as categorical variables of three or more groups. Thus, age was reported as 25-35 years (51%), 36-45 years (32.7%), 45-55 years (10.2%), and over 55 years (6.1%) with the majority of subjects being between 25 and 35 years old. Then, the educational background was recorded up to the levels

of high school (2%), high school (10.2%), diploma (10.2%), bachelor (12.2%), and master and above (65.3%) with most subjects representing the group of the master level and above. In terms of tenure, 22.4% worked for 1 year or less, 49% for 5 years or less, 20.4% for 10 years or less, 6.1% for more than 10 years, and 2% for more than 20 years. Thus, the majority of respondents were working for the current company/organization 5 years or less.

### 3.1.2 Study 2 and 3: The UK and Greek Samples

#### 3.1.2.1 Procedure

The data collection of both the main research studies evolved from two stages. I followed exactly the same procedure for both surveys. I initially distributed the questionnaire by means of an email in a number of employees in a variety of organizations in the UK and Greece. The questionnaire was accompanied by a letter providing information about the scope of the research, the voluntary character of the participation, the length of the completion as well as the confidentiality and anonymity of data treatment (Appendix II).

Before starting the distribution of the questionnaire, I translated it as well as the information letter in the Greek language (Appendix III). I adopted a team-based approach to translate both instruments in order to assure an appropriate (McKay et al., 1996). The four team members combined a deep knowledge of the questionnaire and understanding of the current research, and efficient bilingual and cultural skills (Douglas & Craig, 2007). In addition, two experts in Organizational Studies commented on the representativeness and the suitability of the questionnaire items in the Greek organizational context, thus ensuring the content validity of the Greek version of the research instrument.

After a time period of approximately 6 months, I managed to collect 69 responses from the UK and 91 responses from Greece, 160 surveys in total. Then, I continued surveying by means of a research panel company that collected on my behalf 353 complete responses from the UK and 309 complete responses from Greece, 662 surveys in total. Thus, the final number of collected responses was 422 and 400 for the UK and Greece respectively.

### 3.1.2.2 Samples 2 and 3

After eliminating invalid surveys, I organized the final sample for the analysis. I deemed surveys with SD=0 as well as those questionnaires of participants who took less than 5 minutes as being unsuitable for the analysis purposes. I also checked frequencies of missing variables and cases and deleted 2 observations from the Greek sample with 43 and 33 missing values, respectively. The size of the final sample was: N=315 (UK) and N=325 (Greece).

The personal demographic characteristics of the sample included gender, age, educational background, number of years and position in the current company/organization, number of years supervised by the same supervisor/manager, type of employment and employment contract in the current company/organization. Organizational characteristics included only the industry sector of the current company/organization (Table 1). Regarding the gender and age of participants, there were slightly more females than male respondents in the sample and the age was mainly over 36 years old. The majority of the participants were educated at least at the Diploma level. They were working for the current company/organization mainly for 10 or less years as clerks/workers or supervisors. Most of the participants were supervised by the same supervisor/manager for 5 years or less. The vast majority of respondents were working under a full-time permanent contract. As services and

other types of industry are most frequently reported, it seems that the samples are distributed across a large number of industry sectors.

Table 1: Samples 2 and 3: Demographic characteristics

| | Sample 2(UK) % | Sample 3(GR) % |
|---|---|---|
| **A1. Gender** | | |
| Male | 47 | 44.9 |
| Female | 51.1 | 54.5 |
| **A2. Age** | | |
| 25-35 | 34.3 | 26.2 |
| 36-45 | 32.1 | 45.2 |
| Over 45 | 31.8 | 28 |
| **A3. Educational Background** | | |
| High School | 33 | 26.5 |
| Diploma | 16.8 | 14.8 |
| Bachelor | 27.9 | 40.6 |
| Master and above | 21.9 | 17.6 |
| **A4. Number of years in current company** | | |
| 1 year or less | 15.9 | 10.5 |
| 5years or less | 34 | 20.6 |
| 10 years or less | 23.2 | 19.1 |
| More than 10 years | 19.4 | 31.7 |
| More than 20 years | 7.3 | 17.8 |
| **A5. Position in current company** | | |
| Clerk/worker | 34.6 | 58.2 |
| Supervisor | 19 | 7.4 |
| Middle Manager | 20.6 | 18.5 |
| Senior Manager | 6.7 | 8.6 |
| Other | 18.1 | 7.1 |
| **A6. Number of years supervised by the same supervisor** | | |
| 1 year or less | 33 | 23.4 |
| 5years or less | 47.9 | 38.5 |
| 10 years or less | 12.1 | 18.8 |
| More than 10 years | 5.1 | 17.8 |
| **A7. Type of employment contract in current company** | | |
| Permanent | 84.4 | 72 |
| Fixed term | 11.1 | 11.4 |
| Other type | 3.5 | 16.3 |
| **A8. Type of employment in current company** | | |
| Full-time | 80 | 80.6 |
| Part-time | 17.5 | 18.5 |
| **A9. Industry sector of current company** | | |
| Health care | 16.5 | 6.8 |
| Education and Training | 19 | 21.8 |
| Industry | 13.7 | 8.6 |
| Services | 19.4 | 30.8 |
| Other type | 30.8 | 30.8 |

**3.2 Measures**

The aim of the questionnaire was to obtain information about the impact of organizational ethical aspects on employees' turnover intention. The questionnaire consisted of 93 statements in total divided into four sections. Section A contained 9 personal and organizational demographic questions. Section B constituted of 22 questions referring to individuals' perceptions of company/organization's ethical aspects. Section C consisted of 42 questions about individuals' feelings of perceived organizational attitudes and behaviours. Finally, Section D contained 20 questions that indicated individual's ethical judgments approach. All measurement scales that were employed to test the research model have been widely used in organizational research as I describe in the following sections.

**3.2.1 Independent Variables**

*3.2.1.1 Ethical Supervision (El)*

Ethical Leadership (EL) has been assessed by the 10-item Ethical Leadership scale developed by Brown et al. (2005) on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores recorded the most positive perceptions of ethical supervision. An example of the scale items is "My supervisor listens to what employees have to say". According to Brown and colleagues the scale shows high reliability, stable uni-dimensionality and predictive relationships and can easily be used in surveying ethical leadership at various levels within the organization. Indeed, the scale has been widely used in empirical research (Walumbwa & Schaubroeck, 2009; Walumbwa et al., 2011).

### 3.2.1.2 Ethical Climate (EC)

Organizational Ethical Climate (EC) has been measured by Schwepker's (2001) scale. This instrument measures employees' perceptions of the presence and enforcement of ethical codes as well as ethical policies and top management actions related to ethics (Schwepker, 2001; Schwepker & Hartline, 2005; Mulki et al., 2009). The scale demonstrates acceptable reliability and validity, and uni-dimensionality (Mulki et al., 2009). It is widely used in organizational studies (Mulki et al., 2008; Mulki et al., 2009). The responses were recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), thus indicating the extent to which participants perceive the organizational climate with regard to ethics as being strong. A sample item is "My company has a formal, written code of ethics".

### 3.2.1.3 Corporate Social Responsibility (CSR)

CSR has been measured by the 5-items scale developed by Kim et al., (2010). The instrument statements range from 1 (strongly disagree) to 5 (strongly agree). Three items of the scale measure CSR associations reflect employees' perceptions of the social character of the organization such as "My company gives profits back to the communities where it does business". The remaining two items measure CSR participation. That is, the extent of employees' participation in decision making and activities related to CSR. A sample item is "My colleagues and I work together as a team on CSR activities" (Kim et al., 2010).

### 3.2.2 Dependent Variables

The measurement instrument of turnover intention used in the pilot study was the same used in Singh, Verbeke, and Rhoad's (1996) study that reported a high Cronbach Alpha value ($\alpha$=.88). The scale consisted of three items such as "It is likely

that I will actively look for a new job next year" on a 5-point Likert scale. However, this scale is concerned with employees' intention to leave a job next year and the pilot study showed lower reliability of the scale (α=.75) than the one in Singh's et al. study (1996). Thus, I decided for the main study to use Mobley, Horner, and Hollingsworth's (1978) 3-items measurement scale which refers to the current rather than future turnover intentions. The scale measures employees' thoughts of quitting, intention to search for alternatives as well as intention to quit. It has been used in a variety of research empirical studies (Blau 1989; Carmeli, 2005; Carmeli & Gefen, 2005; Carmeli & Weisberg, 2006; Cohen, 1993) to adequately measure either job or organizational and occupational turnover intentions (Carmeli, 2005). The scale rates on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). I used the instrument to measure Job Turnover Intention (JTI) (e.g., I often think about quitting my current job in this employer) as well as Organizational Turnover Intention (ORTI) (e.g., As soon as possible, I will leave this employer).

### 3.2.3 Mediating Variables

#### *3.2.3.1 Perceived Respect (PR)*

Perceived Respect (PR) has been assessed using the Respect Scale. Augsberger et al. (2012) developed the Respect Scale by using eleven items selected from the Job Satisfaction Scale (JSS) (Spector, 1985). According to the authors the selected items describe "fairness within the organization, things being "as they should," being appreciated, and being included." (p. 1227). A sample item is "I do not feel that the work I do is appreciated". The scale ranges from 1 (strongly disagree) to 5 (strongly agree).

### 3.2.3.2 Perceived Affective Commitment (PAC)

Perceived Affective Commitment (PAC) has been measured by the 8-items Affective Commitment Scale developed by Allen and Meyer (1990). An example of the instrument items is "This organization has a great deal of personal meaning for me". The scale ranges from 1 (strongly disagree) to 5 (strongly agree).

### 3.2.3.3 Perceived External Prestige (PEP)

Perceived External Prestige (PEP) has been be measured by Kim's et al. (2010) instrument which is based on Mael and Ashforth's (1992) organizational prestige scale. This instrument constitutes of three items using an answer scale from 1 (strongly disagree) to 5 (strongly agree). A sample item is "People in my community think highly of my company".

### 3.2.4 Moderating Variables

### 3.2.4.1 Ethics Position (EP)

People's Ethics Position (EP) has been assessed using the Ethics Position Questionnaire (EPQ) developed by Forsyth (1980). This instrument contains two scales and identifies the two distinct dimensions of ethical ideology, namely moral Relativism (RE) (e.g., what is ethical varies from one situation and society to another) and moral Idealism (ID) (e.g., it is never necessary to sacrifice the welfare of others). It is characterized by high interitem consistency of each scale, stability across time and orthogonality between the two scales (Forsyth, 1980: 177). The internal consistency, stability and construct and predictive validity of this measure, has been well established in various research studies (Redfern & Crawford, 2004). I used the original version of the EPQ to measure the Ethics Position (EP) of employees on a 9-point Likert scale (from 1 strongly disagree to 9 strongly agree) for the UK case and a true 5-point Likert scale for the Greek case (from 1 strongly disagree to 5 strongly

agree) as well as for the pilot study.

### 3.2.4.2 Perceived Job Insecurity (JI)

Job insecurity has been assessed by a 3-items scale used in King's study (2000). The author modified the three items from the global dimension of Ashford et al. (1989) instrument. The 3-items statements (e.g., I am certain I will not ever be laid off) reflect the extent of employees' certainty of keeping their current job and the answer scale range from 1 (strongly disagree) to 5 (strongly agree).

### 3.2.5 Control Variables

I included in the analysis of the data of the two main studies demographic characteristics to control for potential effects on respondents perceptions. Based on previous studies (Meyer & Allen, 1997; Mobley, Griffeth, Hand, & Meglino, 1979; Ruiz, Ruiz, & Martinez, 2011; Turker, 2009; Valentine & Fleischman, 2007; Zhu, Newman, Miao, & Hooke, 2013) I included all demographic characteristics as control variables, namely, Gender (A1), age (A2) Educational Background (A3), number of years in current company (A4), position in current company (A5), number of years supervised by the same supervisor (A6), type of employment contract in current company (A7), and type of employment in current company (A8).

## 4. Analysis

### 4.1 Study 1: Pilot Study

I used SPSS Version 20.0 to analyse the data collected for the pilot study purposes and test the H1a, H2b, H2c, and H1d hypotheses (Figure 1). I performed a preliminary data analysis to test the normality of data and check for missing values,

and outliers. The analysis indicated a normal distribution without any influence of outliers or missing values on the data (Appendix IV). The following Table 2 presents the correlations, means, standard deviations, reliability of the scales, and correlations between the variables. Cronbach's alpha of all measures was higher than .70 and provides evidence of the scales' internal consistency (Bagozzi & Yi, 1988).

**Table 2: Pilot Study: Descriptive Statistics**

|       | *M*  | *SD* | EL     | PR     | ORTI  | ID    | RE    |
|-------|------|------|--------|--------|-------|-------|-------|
| **EL**   | 3.36 | .68  | (.89)  |        |       |       |       |
| **PR**   | 3.32 | .67  | .65**  | (.86)  |       |       |       |
| **ORTI** | 2.87 | 1.17 | -.50** | -.42** | (.75) |       |       |
| **ID**   | 3.89 | .60  | .01    | -.01   | -.03  | (.75) |       |
| **RE**   | 3.00 | .62  | .17    | .20    | -.11  | -.18  | (.85) |

Note: ($N$=49). Scale reliabilities appear in parentheses along the diagonal.
$*p < .05$ $**p < .01$

Ethical Leadership (EL), Perceived Respect (PR), and Organizational Turnover Intention (ORTI) are significantly correlated while both the dimensions of Ethics Position such as Idealism (ID) and Relativism (RE) have no significant correlation with any other variables. I tested for control effects of demographics variables such as gender (A1), age (A2), academic background (A3), and number of years in current company/organization (A4). I created dummy variables for A2, A3 and A4 variables that were recorded in three or more groups and run hierarchical multiple regression analysis. I entered A1 and A2, A3, A4 dummy variables in the first step. In the second step, I included the EL and PR variables. The results showed that there were no significant control effects.

To test hypotheses I used Preacher and Hayes (2008) SPSS Macro for multiple mediation and assessed each component of the proposed mediation model (Figure 1).

**Figure 1: Pilot Study: Hypotheses Model**



Note: The dashed paths are non-significant.
*p < .05  **p < .01
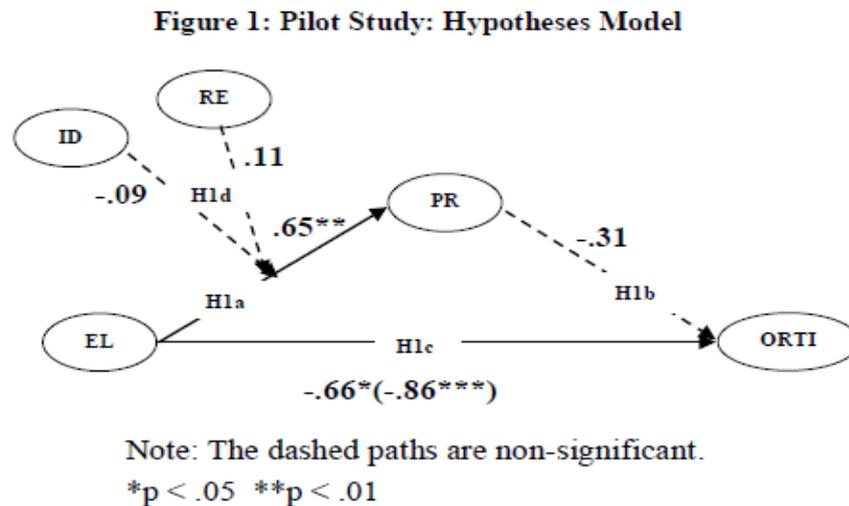
Ethical Leadership (EL) showed a significant correlation with Organizational Turnover Intention (ORTI) (B=.-86, t(39)=-3.61, p=.000) (c′ path) and Perceived Respect (PR) (B=.65, t(39)=5.37, p=.000) (a path). Thus, hypothesis H1a was supported. However, the effect of the proposed mediator (PR) on (ORTI) was found to be no significant (B=-.31, t(39)=-.98, p=.34) (b path). Thus, hypotheses H2b and H2c were rejected.

Finally, I used PROCESS for SPSS version 2.15 by Andrew G. Hayes to assess the moderation effect of Relativism (RE) and Idealism (ID) on the relationship between EL and PR. The EL, ID and RE variables were mean centred prior to the analysis and the level of confidence for all confidence intervals in output was 95.00. The results of the analysis showed that the interaction effect of EL*ID was non-significant (B=-.07, t=-.41, p=.69). The interaction effect of EL*RE was non-significant (B=-.13, t=-.76, p=.45) too. Thus, hypothesis H1d was rejected.

In conclusion, the pilot study's findings did not support all hypotheses. Especially, the findings showed no significant correlation between perceived respect and organizational turnover intention. As already mentioned, the measurement scale of organization turnover intention consisted of three items such as "It is likely that I will actively look for a new job next year", thus related to employees' intention to leave a job next year. The reliability also of the scale ($\alpha$=.75) was less than the expected one. As a consequence, I continued the main studies in the UK and Greece by using the 3-item measurement scale developed by Mobley et al. (1978) which refers to the current rather than future turnover intentions.

## 4.2 Studies 2 and 3: The UK and Greek Samples

### 4.2.1 SPSS Analysis

I used SPSS Version 20.0 to preliminarily analyse the data for both the UK and Greek samples. I performed a preliminary data analysis to test the normality of data and check for missing values, and outliers. The analysis indicated a normal distribution without any influence of outliers or missing values on the data (Appendix V). In the initial analysis Cronbach's alpha coefficients were above .70 for all scales except of those of Job Turnover Intention (JTI) for the Greek sample ($\alpha$=.66) and Job Insecurity (JI) for both the Greek ($\alpha$=.55) and the UK ($\alpha$=.61) samples. For this reason, I removed those items that lowered the reliability of these particular scales. For reasons of comparability among measurement scales and between the UK and Greek samples I removed the same item from Job Turnover Intention (JTI) and Organizational Turnover Intention (ORTI) for both samples. Thus, I measured JTI and ORTI with two items (JTI1, JTI3 and ORTI1, ORTI3) instead of three items in the original scales. I also removed one item from the JI scale, thus measuring the JI with two items (JI1, JI2) instead of three items of the original scale. The correlations of the remaining items of the new

scales of JTI and ORTI were over .70, while the correlations of the items of the new scale of JI were ranged over .50. Tables 3a and 3b present the descriptive statistics including means, standard deviation, reliability and correlations among the eleven measurement constructs used for the analysis.

**Table 3a: Means, Standard Deviations, Reliabilities and Correlations of the variables – UK Sample**

|  | M | SD | EL | EC | CSR | PR | PAC | PEP | JTI | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| EL | 3.54 | .78 | (.92) | | | | | | | | | | |
| EC | 3.80 | .79 | .64** | (.89) | | | | | | | | | |
| CSR | 3.10 | .81 | .54** | .51** | (.80) | | | | | | | | |
| PR | 3.12 | .73 | .68** | .41** | .42** | (.83) | | | | | | | |
| PAC | 2.91 | .81 | .57** | .36** | .41** | .70** | (.84) | | | | | | |
| PEP | 3.23 | .88 | .52** | .46** | .58** | .48** | .58** | (.81) | | | | | |
| JTI | 2.57 | 1.23 | -.55** | -.31** | -.27** | -.75** | -.69** | -.38** | (.87) | | | | |
| ORTI | 2.56 | 1.27 | -.56** | -.33** | -.29** | -.76** | -.71** | -.40** | .96** | (.88) | | | |
| JI | 2.75 | .99 | -.14** | -.06 | -.17** | -.22** | .30** | .23** | -.22** | -.22** | (.68) | | |
| ID | 6.99 | 1.16 | .18** | .23** | .09 | .11 | .05 | .18** | -.06 | -.03 | -.08 | (.83) | |
| RE | 5.63 | 1.23 | -.04 | -.13* | .02 | -.05 | .02 | .08 | .04 | .04 | .04 | .16** | (.80) |

Note: ($N$=315). Scale reliabilities appear in parentheses along the diagonal.
*$p < .05$  **$p < .01$

**Table 3b: Means, Standard Deviations, Reliabilities and Correlations of the variables – Greek Sample**

|  | M | SD | EL | EC | CSR | PR | PAC | PEP | JTI | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| EL | 3.38 | .72 | (.89) | | | | | | | | | | |
| EC | 3.50 | .78 | .58** | (.87) | | | | | | | | | |
| CSR | 3.12 | .78 | .56** | .58** | (.75) | | | | | | | | |
| PR | 2.84 | .69 | .59** | .33** | .40** | (.82) | | | | | | | |
| PAC | 3.10 | .78 | .55** | .43** | .46** | .74** | (.86) | | | | | | |
| PEP | 3.48 | .77 | .44** | .49** | .51** | .46** | .61** | (.74) | | | | | |
| JTI | 2.35 | 1.09 | -.41** | -.27** | -.29** | -.55** | -.66** | -.44** | (.85) | | | | |
| ORTI | 2.34 | 1.10 | -.43** | -.28** | -.29** | -.57** | -.69** | -.44** | .95** | (.83) | | | |
| JI | 3.03 | .99 | -.23** | -.28** | -.26** | -.36** | -.38** | -.38** | -.29** | -.30** | (.72) | | |
| ID | 4.14 | .42 | .15** | .08 | .06 | .03 | .10 | .72 | -.11 | -.11 | .07 | (.75) | |
| RE | 3.24 | .55 | -.04 | -.04 | -.01 | -.11 | -.09 | .05 | .10 | .08 | .04 | -.06 | (.75) |

Note: ($N$=325). Scale reliabilities appear in parentheses along the diagonal.
*$p < .05$  **$p < .01$

I conducted an independent-samples T-test to compare the means scores of all variables for the UK and Greek samples. Significant differences were found only in mean scores of EC, PR, PEP, JTI, ORTI, and JI variables. However, the magnitude of the differences in the means was very small (EC: eta squared=.04, PR: eta squared=.04, PEP: eta squared=.02, JTI: eta squared=.0008, ORTI: eta squared=.0008, JI: eta squared=.02). Consequently, nationality (UK versus Greece) explained a very small percentage of the variance in EC, PR, PEP, JTI, ORTI, JI variables' relationships.

Next, I checked for the effects of the demographic characteristics of the samples. I performed independent-samples T-test and one-way between-groups ANOVA to compare the scores of two or more different groups respectively, and find out potential significant differences in the mean scores of the dependent variables across the different groups. Significant differences were found for the number of years in current company (A4), position in current company (A5), number of years supervised by the same supervisor (A6), type of employment contract in current company (A7), and type of employment in current company (A8), either for the UK or Greek sample.

To further explore for any effect of the control variables, I ran hierarchical multiple regression analysis for A4, A5, A6, A7, and A8 variables. I created dummy variables for A4, A5, A6 and A7 categorical variables since they were recorded in three or more groups. I entered potential control variables into Step 1. Subsequently, I entered variables of main interest into Step 2. This way I checked whether, after controlling for the possible effect of any demographic variables, the independent variables of various models were still predictors of a significant amount of the variance in the dependent variables. The results of regression analysis showed that

only for the UK sample the number of years (A4) and type of employment in current company (A8) made a significant contribution to the effect of EL and PR on ORTI as well as of EC and PAC on ORTI. No effect of control variable was found for the Greek sample. Based on these findings, I included the variables A4 and A8 in the following analysis of the relevant models (Models 2 and 3) by using Structural Equation Modelling (SEM), thus further searching for any control effect.

**4.2.2 Structural Equation Modelling (SEM) Analysis**

I used Structural Equation Modelling (SEM) and MPlus software (Version 7.3) to test the research model. Assessing a model fit specifies the extent to which a model is consistent with the data collected (Diamantopoulos & Siguaw, 2000). SEM is valuable to test direct and indirect cause-effect relationships in hypotheses models with multiple predictors and criterion variables based on existing literature assumptions (Chin, 1998; McDonald & Ho, 2002). In particular, it is an appropriate statistical method of analysis in social sciences where a large number of concepts are inherently latent as being not directly observable (Westland, 2010). Moreover, it facilitates the comparison of alternative models and the identification of those that reasonably explain better than others the research assumptions (James, Mulaik, & Brett, 2006). Mediation models with multiple mediators can also be tested better by using SEM than by other traditional methods of regression analysis (Iacobucci, Saldanha, & Deng, 2007) since it provides confidence intervals for specific indirect effects and their significance (Preacher & Hayes, 2008).

I started by testing a series of simpler models (Models 1, 2, 3, and 4) before testing the whole research model at once, thus examining the relevant hypotheses step by step. Based on the findings, I further integrated simple models (Models 3 and 4) to

Model 5. Finally, I tested the entire model (Model 6). Consequently, I tested six measurement and structural models in total, as I present in the following sections. The analysis of the models and the findings are reported in three stages. First, I tested each measurement model for its construct validity by conducting Confirmatory Factor Analysis (CFA). In addition, I compared measurement models with different number of factors. CFA of a single factor model is known as Harmon's single factor test for assessing common method variance when a single-method research design is adopted. Method biases are fundamental when the single factor model results in a good fit (Malhotra, Kim, & Patil, 2006). I also compared the proposed measurement model with one consisting of fewer factors (i.e., six-factor vs five-factor models). Second, I provided information about the final measurement models using descriptive statistics, including means, standard deviation, reliability, and correlations among the measurement constructs used for the analysis of each model. Finally, I tested each structural model using goodness-of-fit measures commonly suggested by literature (Byrne, 2001; Hu & Bentler, 1999; Kline 2005; Vandenberg & Lance, 2000) and compared them to alternative structural models. Kline (2005) suggested that fit indices values, such as Comparative Fix Index (CFI) and Tucker Lewis Index (TLI) values should not be lower than .90, and Root Square Error of Approximation (RMSEA) not larger than .08. Also, a $\chi^2$/df ratio of less than 3:1 is an indicator of a good fit (Kline, 2005). Finally, similarly to RMSEA, Standardized Root Mean Square Residual (SRMR) value should be less than .08 (Hu & Bentler, 1999).

### 4.2.3 Model 1: Ethical Leadership (EL), Perceived Respect (PR) and Job Turnover Intention (JTI)

#### 4.2.3.1 Measurement Model 1

Firstly, I conducted CFA to estimate construct validity of the six measurement scales used in Model 1 (Figure 2). Since the same measurement model was used for both samples, I removed items that were loading low either for the UK or GR sample to improve the measurement model. I removed nine items in total. That is, 1 item from the EL scale (EL7: .24), 1 item from the PR scale (PR8: -.49), 3 items from the ID scale (ID7: -.08, ID10: .27, ID9: .37) and 4 items from the RE scale (RE1: .33, RE2: 0.34, RE4: .23, RE8: -.11).



Figure 2: Hypotheses Model 1
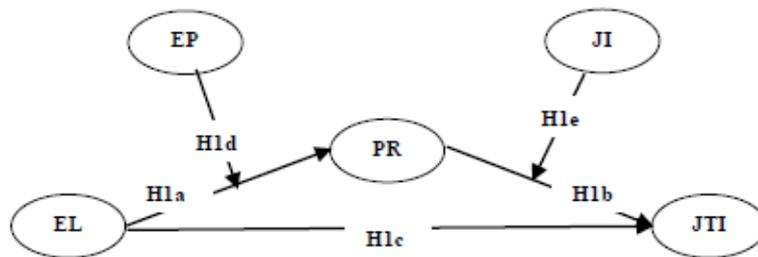
The remaining factor standardized loadings were significant (p=.000) and ranged over 0.50, except of the indicators highlighted (Table 4), with t-values from 3.90 to 45.86. To further determine the measurement scales construct validity I compared the six-factor baseline model with a single factor model, thus loading all indicators on to one factor. I also compared the six-factor model with a five-factor model that added together Idealism (ID) and Relativism (RE).

**Table 4: CFA for Model 1: Standardized Loading Factors**

|      | UK  | GR  |      | UK  | GR  |      | UK  | GR  |      | UK  | GR  |
|------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|
| EL1  | .78 | .70 | PR1  | .53 | .57 | JTI1 | .87 | .90 | ID6  | .69 | .72 |
| EL2  | .82 | .66 | PR2  | .71 | .84 | JTI3 | .88 | .82 | ID8  | .68 | .54 |
| EL3  | .83 | .84 | PR3  | .54 | .68 | JI1  | .54 | .63 |      |     |     |
| EL4  | .85 | .85 | PR4  | .71 | .69 | JI2  | .96 | .89 | RE3  | .70 | .47 |
| EL5  | .64 | .63 | PR5  | .73 | .80 | ID1  | .60 | .63 | RE5  | .71 | .76 |
| EL6  | .76 | .76 | PR6  | .65 | .61 | ID2  | .68 | .67 | RE6  | .50 | .45 |
| EL8  | .63 | .63 | PR7  | .74 | .66 | ID3  | .67 | .56 | RE7  | .58 | .61 |
| EL9  | .70 | .62 | PR9  | .62 | .76 | ID4  | .73 | .65 | RE9  | .60 | .69 |
| EL10 | .73 | .74 | PR10 | .66 | .43 | ID5  | .73 | .79 | RE10 | .59 | .64 |
|      |     |     | PR11 | .76 | .68 |      |     |     |      |     |     |

The results of CFA analyses (Table 5) indicated that the six-factor model better fitted the data than the other alternative models. However, the goodness-of-fit indices still indicated poor fit. To improve the model fit I followed literature suggesting rules regarding the use of M.I. with caution and used few, reasonable modifications with no large impact on other parameters' estimates (Byrne, 1989; Kline, 2005). Finally, I used five Modifications Indices (M.I.) and connected items within scales.

**Table 5: Model 1: CFA Results**

|          | UK | | | | | GR | | | | |
|----------|----------------|-------|-----|-----|------|----------------|-------|-----|-----|------|
|          | $\chi^2$/df    | RMSEA | CFI | TLI | SRMR | $\chi^2$/df    | RMSEA | CFI | TLI | SRMR |
| 1 FACTOR | 2859/594=4.8   | .110  | .58 | .56 | .12  | 3117/594= 5.2  | .114  | .52 | .49 | .12  |
| 5 FACTOR | 1581/584 = 2.7 | .074  | .82 | .80 | .08  | 1656/584= 2.8  | .075  | .80 | .78 | .08  |
| 6 FACTOR | 1168/579 = 2.0 | .057  | .89 | .88 | .05  | 1239/579= 2.1  | .059  | .87 | .86 | .06  |
| 6 FACTOR WITH M.I. | 957/574 = 1.7 | .046 | .93 | .92 | .05 | 1040/574= 1.8 | .050 | .91 | .90 | .06 |
| | | | | | p=.0000 | | | | | |

As a consequence, the final six-factor measurement model with M.I had an acceptable fit with the data (Table 5) providing evidence of the construct validity of the measurement scales used in Model 1. In addition, the six-factor model without M.I. compared to the six-factor model with M.I. was significantly different

$(\Delta\chi^2=211, \Delta df=5, p=.0005)$. Tables 6a and 6b present Means, Standard Deviations, Reliabilities and Correlations of the variables of Model 1.

**Table 6a: Model 1: Descriptive Statistics – UK Sample**

|      | M    | SD   | EL      | PR      | JTI     | JI     | ID    | RE    |
|------|------|------|---------|---------|---------|--------|-------|-------|
| EL   | 3.53 | .81  | (.92)   |         |         |        |       |       |
| PR   | 3.16 | .86  | .70**   | (.87)   |         |        |       |       |
| JTI  | 2.57 | 1.23 | -.56**  | -.74**  | (.87)   |        |       |       |
| JI   | 2.75 | .99  | -.15**  | -.23**  | -.22**  | (.68)  |       |       |
| ID   | 7.43 | 1.27 | .14*    | .10     | -.08    | -.07   | (.86) |       |
| RE   | 5.56 | 1.47 | -.06    | -.05    | .04     | -.03   | .02   | (.79) |

Note: (*N*=315). Scale reliabilities appear in parentheses along the diagonal.
*p < .05 **p < .01

**Table 6b: Model 1: Descriptive Statistics – Greek Sample**

|      | M    | SD   | EL      | PR      | JTI     | JI     | ID      | RE    |
|------|------|------|---------|---------|---------|--------|---------|-------|
| EL   | 3.42 | .77  | (.91)   |         |         |        |         |       |
| PR   | 2.82 | .82  | .60**   | (.89)   |         |        |         |       |
| JTI  | 2.35 | 1.09 | -.41**  | -.56**  | (.85)   |        |         |       |
| JI   | 3.03 | .99  | -.21**  | -.38**  | -.29**  | (.72)  |         |       |
| ID   | 4.39 | .49  | .09     | -.07    | -.06    | -.02   | (.83)   |       |
| RE   | 3.21 | .73  | -.00    | -.11    | .08     | -.03   | -.15**  | (.78) |

Note: (*N*=325). Scale reliabilities appear in parentheses along the diagonal.
*p < .05 **p < .01

### 4.2.3.2 Structural Model 1

Figures 2a, 2b present the hypotheses Model 1 tested with SEM. For both samples the model fitted the data well. The model indicated that EL was significantly

and positively correlated with PR, thus supporting hypothesis H1a. It also supported

hypotheses H1b as there was a significant negative relationship between PR and JTI.

Subsequently, I checked the mediation hypothesis. For the Greek sample, the indirect

effect was significant (β= -.37, p= .000) while the direct effect of EL on JTI was no

significant (β =-.11, p=.16) indicating the full mediation of the effect of EL on JTI by

PR. For the UK sample, a partial mediation was found. Both the indirect (β= -.83,

p=.000) and direct β= .22, p=.01) effect of EL on JTI were significant with the

indirect effect stronger than the direct one. Thus, hypothesis H1c was supported.

**Figure 2a: Hypotheses Model 1: The UK Sample**
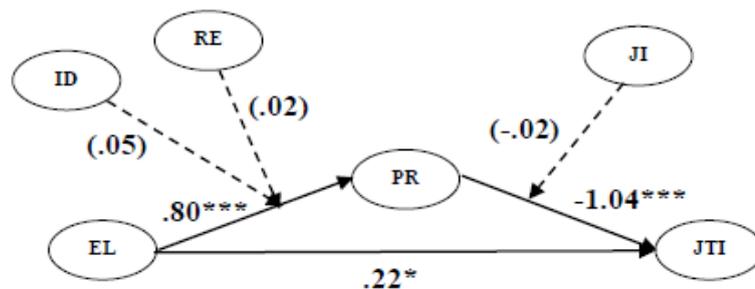


$\chi^2$ (df = 183) = 2.6, RMSEA = .07, CFI = .93, TLI = .92, SRMR=.05
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

**Figure 2b: Hypotheses Model 1: The Greek Sample**
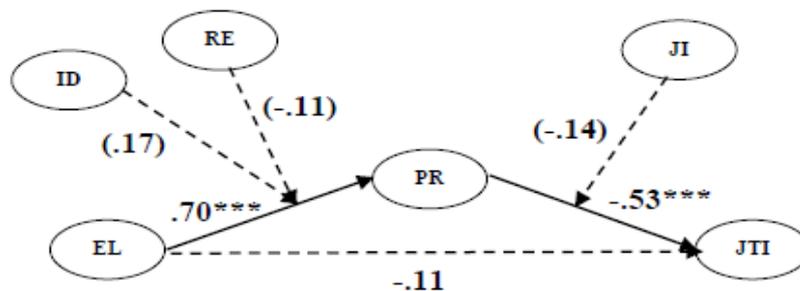


$\chi^2$ (df = 183) = 2.5, RMSEA = .07, CFI = .93, TLI = .92, SRMR=.06
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Next, I checked for the possibility of rival models (Iacobucci et al., 2007).

For both samples, I tested alternatively full and partial mediation models as well as a

rival model containing an addition construct, namely, CSR as a predictor of EL.

Theoretically, the reason for the introduction of at least one additional construct is to ensure the certainty of the statistical results (Iacobucci et al., 2007). I chose CSR as a predictor of EL as this is not theoretically supported and it is not very strongly correlated with EL, thus avoiding multicollinearity problems. The results indicated that the proposed model was the one that better fitted the data (Table 7).

Table 7: Model 1: Mediation Models

| | UK | | | | | | GR | | | | |
| | $\chi^2$/df | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2$/$\Delta$df | $\chi^2$/df | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2$/$\Delta$df |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Mediation | 476/184= 2.6 | .071 | .93 | .92 | .05 | 7/1 (p<.05) | 455/184= 2.5 | .067 | .93 | .92 | .06 | |
| Partial Mediation | 469/183 = 2.6 | .070 | .93 | .92 | .05 | | 453/183= 2.5 | .067 | .93 | .92 | .06 | 2/1 (p>.05) |
| Rival Model with CSR | 765/290 = 2.6 | .072 | .90 | .89 | .07 | 296/107 (p<.0005) | 805/290= 2.8 | .074 | .88 | .87 | .07 | 350/106 (p<.0005) |

p=.0000

To test hypothesis H1d which suggests that employees' Ethics Position will moderate the relationship of EL with PR, I entered into the model the interaction of Idealism (ID) as well as Relativism (RE) with EL. However, no moderation effect was found, as neither the interaction of ID nor of Re with EL had significantly indirect effects on JTI through PR for both samples. Consequently, hypothesis H1d was rejected. I also checked hypothesis H1e which supports Job Insecurity's (JI) moderation effect on the relationship between PR and JTI. Again, no moderation effect was found for both samples and, hypothesis H1e was rejected too.

## 4.2.4 Model 2: Ethical Leadership (EL), Perceived Respect (PR) and Organizational Turnover Intention (ORTI)

### 4.2.4.1 Measurement Model 2

For the CFA of the six measurement scales used in Model 2 (Figure 3) I used the same scales for EL, PR, ID, RE, and JI identified from the CFA in Model 1. I also used the 2-items scale for Organizational Turnover Intention (ORTI) and followed the same procedure to identify whether the measurement model fitted well the data.



Figure 3: Hypotheses Model 2
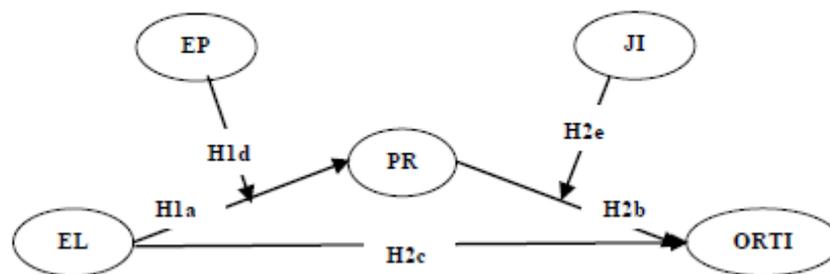
Similarly to the CFA for Model 1 all standardized factor loadings were significant (p=.000) and ranged over 0.50, except from the same three indicators highlighted (Table 7), with t-values from 4.36 to 46.65. Also, the two items of ORTI measurement scale loaded strongly with the factor in the UK sample (ORTI1: r= .90, ORTI3: r= .87) as well as in the Greek sample (ORTI1: r=.89, ORTI3: r=80).

**Table 8: CFA for Model 2: Standardized Loading Factors**

|  | UK | GR |  | UK | GR |  | UK | GR |  | UK | GR |
|---|---|---|---|---|---|---|---|---|---|---|---|
| EL1 | .74 | .69 | PR1 | .49 | .54 | ORTI1 | .90 | .89 | ID6 | .69 | .74 |
| EL2 | .79 | .64 | PR2 | .70 | .85 | ORTI3 | .87 | .80 | ID8 | .68 | .55 |
| EL3 | .83 | .85 | PR3 | .53 | .68 | JI1 | .57 | .63 |  |  |  |
| EL4 | .85 | .85 | PR4 | .72 | .70 | JI2 | .90 | .89 | RE3 | .72 | .50 |
| EL5 | .65 | .63 | PR5 | .74 | .80 | ID1 | .58 | .56 | RE5 | .74 | .84 |
| EL6 | .77 | .76 | PR6 | .64 | .58 | ID2 | .67 | .61 | RE6 | .51 | .47 |
| EL8 | .64 | .63 | PR7 | .75 | .67 | ID3 | .67 | .56 | RE7 | .60 | .62 |
| EL9 | .71 | .62 | PR9 | .61 | .76 | ID4 | .73 | .67 | RE9 | .53 | .59 |
| EL10 | .74 | .74 | PR10 | .67 | .43 | ID5 | .73 | .79 | RE10 | .52 | .50 |
|  |  |  | PR11 | .74 | .66 |  |  |  |  |  |  |

Table 9 shows the one-factor, five-factor and six-factor models. The six-factor model better fitted the data than the other alternative models. Since the goodness-of-fit indices still indicated poor fit, I used the same M.I., as those used in Model 1, and connected items within scales.

Table 9: Model 2: CFA Results

| | UK | | | | | GR | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR |
| 1 FACTOR | 2883/594=4.9 | .111 | .58 | .55 | .12 | 3108/594=5.2 | .114 | .52 | .49 | .12 |
| 5 FACTOR | 1584/584 = 2.7 | .074 | .82 | .80 | .08 | 1672/584=2.9 | .076 | .79 | .78 | .08 |
| 6 FACTOR | 1168/579 = 2.0 | .057 | .89 | .88 | .05 | 1256/579=2.2 | .060 | .87 | .86 | .06 |
| 6 FACTOR WITH M.I. | 957/574 = 1.7 | .046 | .93 | .92 | .05 | 1040/574=1.8 | .050 | .91 | .90 | .06 |
| | | | | | p=.0000 | | | | | |

Finally, the six-factor model with M.I. had an acceptable fit with the data. In addition, there was a significant difference between the six-factor model without M.I. and the six-factor model with M.I. ($\Delta\chi^2$=211, $\Delta df$=5, p=.0005). Means, Standard Deviations, Reliabilities and Correlations of the measured variables in Model 2 are presented in the following Tables 10a and 10b.

Table10a: Model 1: Descriptive Statistics – UK Sample

| | M | SD | EL | PR | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|
| EL | 3.53 | .81 | (.92) | | | | | |
| PR | 3.16 | .86 | .70** | (.87) | | | | |
| ORTI | 2.56 | 1.27 | -.56** | -.76** | (.88) | | | |
| JI | 2.75 | .99 | -.15** | -.23** | -.22** | (.68) | | |
| ID | 7.43 | 1.27 | .14* | .10 | -.05 | -.07 | (.86) | |
| RE | 5.56 | 1.47 | -.06 | -.05 | .04 | -.03 | .02 | (.79) |

Note: ($N$=315). Scale reliabilities appear in parentheses along the diagonal.
*p < .05 **p < .01

143

**Table 10b: Model 1: Descriptive Statistics – Greek Sample**

|  | M | SD | EL | PR | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|
| **EL** | 3.42 | .77 | (.91) | | | | | |
| **PR** | 2.82 | .82 | .60** | (.89) | | | | |
| **ORTI** | 2.34 | 1.10 | -.43** | -.58** | (.83) | | | |
| **JI** | 3.03 | .99 | -.21** | -.38** | .30** | (.72) | | |
| **ID** | 4.39 | .49 | .09 | -.07 | -.07 | -.02 | (.83) | |
| **RE** | 3.21 | .73 | -.00 | -.11 | .07 | -.03 | -.15** | (.78) |

Note: ($N$=325). Scale reliabilities appear in parentheses along the diagonal.
*p < .05  **p < .01

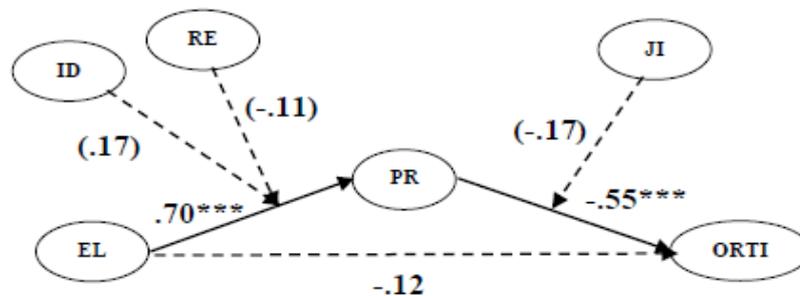### 4.2.4.2 Structural Model 2

Figures 3a, 3b present the hypotheses Model 2 tested with SEM.



**Figure 3a: Hypotheses Model 2: The UK Sample**
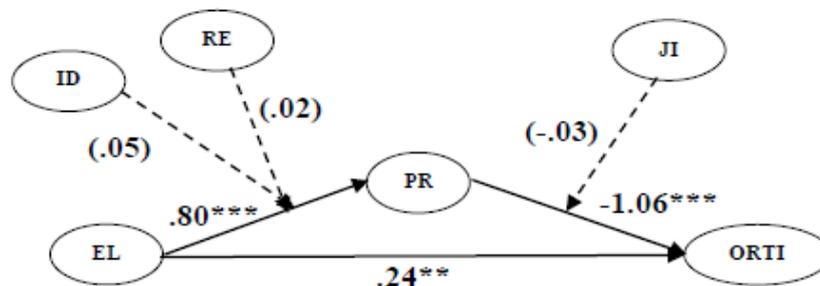
$\chi^2$ (df = 278) = 2.2, RMSEA = .06, CFI = .92, TLI = .91, SRMR=.05
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.



**Figure 3b: Hypotheses Model 2: The Greek Sample**

$\chi^2$ (df = 183) = 2.6, RMSEA = .07, CFI = .92, TLI = .91, SRMR=.06
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Based on SPSS analysis, I tested for control effects of demographics variables, namely number of years (A4) and type of employment in current company (A8). I found that there were significant control effects only for the UK sample (Table 11). In addition, Model 2 and Model 2 with controlling effects significantly differed from each other ($\Delta\chi^2$=113.72, $\Delta$df=95, p=.0005). For this reason, I reported the results of Model 2 for the UK sample (Figure 3a) after controlling for A4 and A8.

Table 11: Model 2: Controlling for A8 and A4
UK Sample

| DV | ORTI | | PR | |
|---|---|---|---|---|
| A8 (full time, part-time) | -.11** | (.04) | .00 | (.04) |
| D1A4 (1 year or less) | .24*** | (.06) | .08 | (.07) |
| D2A4 (5 years or less) | .30*** | (.08) | .14 | (.08) |
| D3A4 (10 years or less) | .22** | (.07) | .17* | (.08) |
| D4A4 (more than 10 years) | .17* | (.07) | .09 | (.07) |

N= 315   *p < .05  **p < .01  ***p < .001
Standardized estimates and standard errors are reported.

For both samples the model fitted the data well. Again, EL was significantly and positively correlated with PR, thus supporting hypothesis H1a. Also, there was a significantly negative relationship between PR and ORTI; thus, hypothesis H2b was supported. Testing for the mediation hypotheses, for the UK sample, the analysis showed that PR partially mediated the impact of EL on ORTI. The indirect effect of EL on ORTI was significant ($\beta$=-.82, p=.000). The direct effect was also significant ($\beta$=.22, p=.01) but lower than the indirect one. For the Greek sample, a full mediation was found. The indirect effect of EL on ORTI was significant ($\beta$=-.39, p= .000) while the direct effect was no significant ($\beta$=-.12, p=.12). Consequently, hypothesis H2c was supported. Similarly to Model 1, I checked for rival models and the proposed model was the one that better fitted the data. Furthermore, no

moderation effects were found for ID, RE and JI for both samples. Thus, again hypothesis H1d as well as hypothesis H2e were rejected.

## 4.2.5 Model 3: Ethical Climate (EC), Perceived Affective Commitment (PAC) and Organizational Turnover Intention (ORTI)

### 4.2.5.1 Measurement Model 3

The measurement Model 3 (Figure 4) was tested by conducting an initial CFA for the six measurement scales of EC, PAC, ORTI, ID, RE and JI.

**Figure 4: Hypotheses Model 3**
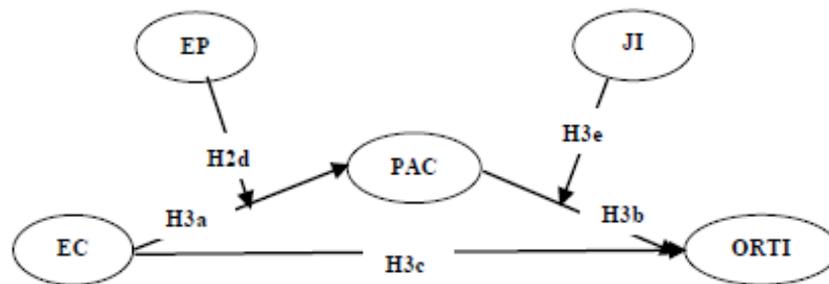


I removed indicators that were loading very low either for the UK or GR sample, namely, 2 items from the PAC scale (PAC3:.36 and PAC4:.18). The remaining factor standardized loadings were significant (p=.000) and ranged over 0.50, except of the indicators highlighted (Table 11), with t-values from 6.83 to 43.96.

**Table 12: CFA for Model 3: Standardized Loading Factors**

|      | UK  | GR  |       | UK  | GR  |       | UK  | GR  |      | UK  | GR  |
|------|-----|-----|-------|-----|-----|-------|-----|-----|------|-----|-----|
| EC1  | .69 | .62 | PAC1  | .69 | .75 | ORTI1 | .89 | .82 | ID6  | .69 | .72 |
| EC2  | .85 | .79 | PAC2  | .49 | .57 | ORTI3 | .88 | .87 | ID8  | .68 | .54 |
| EC3  | .63 | .69 | PAC5  | .81 | .79 | JI1   | .68 | .69 |      |     |     |
| EC4  | .85 | .85 | PAC6  | .70 | .72 | JI2   | .76 | .81 | RE3  | .72 | .47 |
| EC5  | .73 | .73 | PAC7  | .63 | .74 | ID1   | .60 | .63 | RE5  | .71 | .76 |
| EC6  | .67 | .56 | PAC8  | .83 | .83 | ID2   | .69 | .67 | RE6  | .50 | .44 |
| EC7  | .73 | .62 |       |     |     | ID3   | .67 | .56 | RE7  | .59 | .61 |
|      |     |     |       |     |     | ID4   | .73 | .65 | RE9  | .60 | .70 |
|      |     |     |       |     |     | ID5   | .73 | .79 | RE10 | .59 | .64 |

I compared the one-factor, five-factor and six-factor models, and the six-factor model was found that better fitted the data than the other two models (Table, 13). In the five-factor model I added together Idealism (ID) and Relativism (RE). However, the six-factor model had still poor fit with the data. For this reason, I used three M.I. and connected items within scales. The six-factor model with M.I. had an acceptable fit with the data and compared to the six-factor model without M.I. showed a significant difference (UK: $\Delta\chi^2=101$, $\Delta df=3$, GR: $\Delta\chi^2=229$, $\Delta df=3$, p=.0005).

**Table 13: Model 3: CFA Results**

| | UK | | | | | GR | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR |
| 1 FACTOR | 2945/405=7.3 | .141 | .37 | .33 | .15 | 2899/405=7.2 | .138 | .40 | .35 | .14 |
| 5 FACTOR | 1214/395 =3.1 | .081 | .80 | .78 | .09 | 1397/395=3.5 | .088 | .76 | .73 | .09 |
| 6 FACTOR | 792/390 =2.0 | .057 | .90 | .89 | .05 | 984/390=2.5 | .068 | .84 | .83 | .06 |
| 6 FACTOR WITH M.I. | 691/387 =1.8 | .050 | .93 | .92 | .05 | 755/387=2.0 | .054 | .91 | .90 | .05 |
| | | | | | p=.0000 | | | | | |

Descriptive Statistics such as the Means, Standard Deviations, Reliabilities and Correlations of the variables of Model 3 are presented in Tables 14a and 14b.

**Table 14a: Model 3: Descriptive Statistics – UK Sample**

| | M | SD | EC | PAC | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|
| EC | 3.80 | .79 | (.89) | | | | | |
| PAC | 3.04 | .93 | .38** | (.75) | | | | |
| ORTI | 2.56 | 1.27 | -.33** | -.73** | (.88) | | | |
| JI | 2.75 | .99 | -.06 | -.28** | -.22** | (.68) | | |
| ID | 7.43 | 1.27 | .24** | .05 | -.05 | -.07 | (.86) | |
| RE | 5.56 | 1.47 | -.14* | .02 | .05 | -.03 | .02 | (.79) |

Note: (N=315). Scale reliabilities appear in parentheses along the diagonal.
*p < .05  **p < .01

**Table 14b: Model 3: Descriptive Statistics – Greek Sample**

|  | M | SD | EC | PAC | ORTI | JI | ID | RE |
|---|---|---|---|---|---|---|---|---|
| EC | 3.50 | .78 | (.87) | | | | | |
| PAC | 3.17 | .89 | .43** | (.79) | | | | |
| ORTI | 2.34 | 1.10 | -.28** | -.69** | (.83) | | | |
| JI | 3.03 | .99 | -.28** | -.37** | -.30** | (.72) | | |
| ID | 4.39 | .49 | .05 | .07 | -.07 | -.02 | (.83) | |
| RE | 3.21 | .73 | -.03 | -.10 | .07 | -.03 | -.15** | (.78) |

Note: (*N*=325). Scale reliabilities appear in parentheses along the diagonal.
*p < .05 **p < .01

### 4.2.5.2 Structural Model 3

Figures 4a, 4b present the hypotheses Model 3 tested with SEM. Based on SPSS analysis, I tested for control effects of demographic variables, namely, number of years (A4) and type of employment in current company (A8). However, no control effect was found. The model fitted the data well for both samples. EC was significantly and positively correlated with PAC, thus supporting hypothesis H3a. Also, PAC was significantly and negatively correlated with ORTI. Thus, hypothesis H3b was supported too.



**Figure 4a: Hypotheses Model 3: The UK Sample**
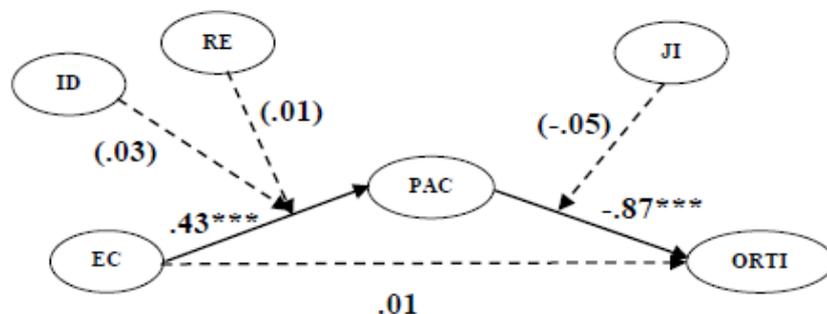
$\chi^2$ (df = 84) = 2.7, RMSEA = .07, CFI = .94, TLI = .93, SRMR=.05
Note: The dashed paths are non-significant. *p < .05 **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

**Figure 4b: Hypotheses Model 3: The Greek Sample**
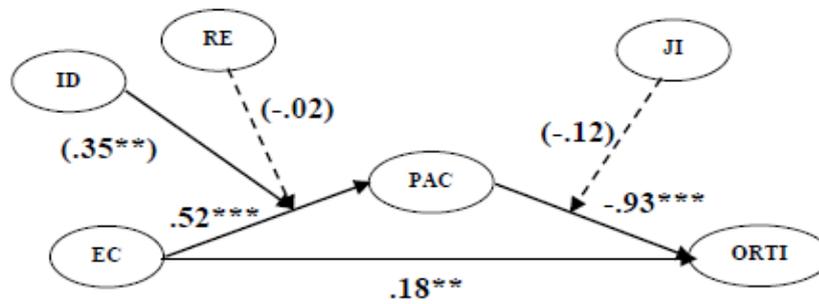
$\chi^2$ (df = 84) = 2.6, RMSEA = .07, CFI = .95, TLI = .94, SRMR=.05
Note: The dashed paths are non-significant. *p < .05 **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Testing for the mediation hypotheses, the analysis for the UK sample showed that there was a full mediation by PR. The indirect effect of EC on ORTI was significant (β=-.38, p=.000) while the direct effect of EC on ORTI was no significant (β=.01, p=.12). For the Greek sample there was a partial mediation of the impact of EC on ORTI by PAC. The indirect effect of EC on ORTI was significant (β=-.49, p=.000), while the direct effect (β=-.18, p=.01) was significant but lower than the indirect one. Thus, both samples supported hypothesis H3c. Next, I checked for the possibility of rival models (Table 15) by testing for both samples direct and indirect mediation models and introducing EL as a predictor of EC. The findings supported that the proposed model was the one that better fitted the data.

Table 15: Model 3: Mediation Models

| | UK | | | | | | GR | | | | |
| | $\chi^2$/df | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2$/$\Delta$df | $\chi^2$/df | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2$/$\Delta$df |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Mediation | 229/85= 2.7 | .073 | .94 | .93 | .05 | | 227/85= 2.7 | .072 | .95 | .93 | .05 | 10/1 (p<.0005) |
| Partial Mediation | 229/84 = 2.7 | .074 | .94 | .93 | .05 | 0.02/1 (p>.05) | 217/84= 2.6 | .070 | .95 | .94 | .05 | |
| Rival Model with EL | 698/244 = 2.9 | .077 | .90 | .89 | .10 | 469/159 (p<.0005) | 805/290= 2.8 | .074 | .88 | .87 | .07 | 350/106 (p<.0005) |

p=.0000

I tested the model for moderation effects. To test hypothesis H3e which suggests that perceived JI will moderate the relationship between PAC and ORTI, I entered into the model the interaction of JI with PAC. However, no moderation effect was found and hypothesis H3e was rejected.

Next, I tested hypothesis H2d. The analysis showed that for the Greek sample Idealism (ID) significantly moderated the relationship between EC and PAC ($\beta$=.35, p=.003), thus supporting hypothesis H2d. To further examine the moderation effect of Idealism, I used the Mplus code for moderated mediation which assumes that there are an independent variable (X), a dependent variable (Y), a mediator variable (M), and a moderator variable (W) moderating the path between the independent and mediator variables. All variables also assumed that are continuous variables. Subsequently, I examined significant conditional indirect effects of EC on ORTI mediated by PAC for individual who reported high levels of ID and individuals who reported low levels of ID. Thus, I constrained subcommands for individuals with high ID (+1 SD above the mean value of ID) and low ID (-1 SD below the mean value of ID). The analysis indicated significant conditional effects of EC on ORTI (Figure 5). Individuals with a high level of Idealism were stronger influenced by EC and ORTI was stronger reduced compared with individuals who reported low levels of Idealism. Calculated values of the slope coefficients for the simple slopes equations for the high level as well as low level of Idealism were -1.14 and - 0.99 respectively. Thus, hypotheses H3d was supported only for Idealism in the Greek sample.

**Figure 5: Interactive Effects of EC and Idealism on ORTI**
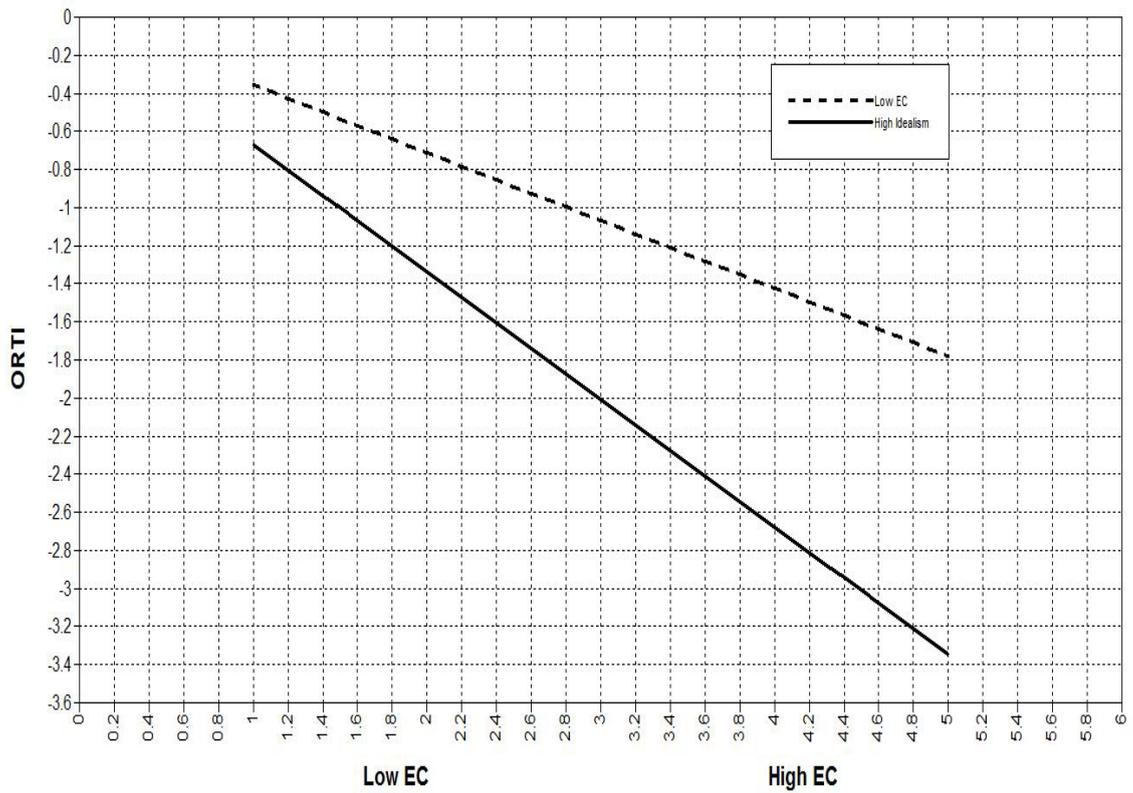


### 4.2.6 Model 4: Corporate Social Responsibility (CSR), Perceived External Prestige (PEP) and Organizational Turnover Intention (ORTI)

#### 4.2.6.1 Measurement Model 4

The measurement Model 4 (Figure 5) was tested by conducting an initial CFA for the six measurement scales of CSR, PEP, ORTI, ID, RE and JI.

**Figure 6: Hypotheses Model 4**
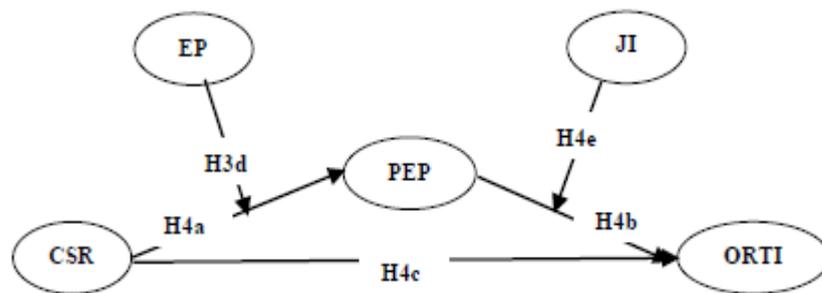
All factor standardized loadings were significant (p=.000) and ranged over 0.50, except of the indicators highlighted (Table16), with t-values from 6.79 to 29.53.

Table 16: CFA for Model 4: Standardized Loading Factors

|  | UK | GR |  | UK | GR |  | UK | GR |  | UK | GR |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CSR1 | .72 | .57 | PEP1 | .81 | .76 | ID1 | .60 | .63 | RE3 | .69 | .47 |
| CSR2 | .82 | .70 | PEP2 | .78 | .73 | ID2 | .69 | .67 | RE5 | .71 | .76 |
| CSR3 | .76 | .80 | PEP3 | .71 | .61 | ID3 | .67 | .56 | RE6 | .51 | .44 |
| CSR4 | .48 | .50 | ORT11 | .88 | .85 | ID4 | .73 | .65 | RE7 | .59 | .61 |
| CSR5 | .60 | .48 | ORTI3 | .89 | .84 | ID5 | .73 | .79 | RE9 | .60 | .69 |
|  |  |  | JI1 | .67 | .73 | ID6 | .69 | .72 | RE10 | .59 | .64 |
|  |  |  | JI2 | .78 | .77 | ID8 | .47 | .54 |  |  |  |

To further determine the measurement scales construct validity, I added together Idealism (ID) and Relativism (RE) in order to create a five-factor model. I compared the one-factor, five-factor and six-factor models (Table 17) and the one with six-factors better fitted the data than the other alternative models.

Table 17: Model 4: CFA Results

|  | UK | | | | | GR | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
|  | $\chi^2$/df | RMSEA | CFI | TLI | SRMR | $\chi^2$/df | RMSEA | CFI | TLI | SRMR |
| 1 FACTOR | 2075/275= 7.5 | .144 | .34 | .28 | .15 | 2004/275= 7.3 | .139 | .31 | .24 | .15 |
| 5 FACTOR | 886/265 = 3.3 | .086 | .77 | .74 | .09 | 941/265= 3.6 | .089 | .73 | .69 | .09 |
| 6 FACTOR | 472/260 = 1.8 | .051 | .92 | .91 | .05 | 530/260= 2.0 | .057 | .89 | .88 | .06 |
| 6 FACTOR WITH M.I. | 437/258 = 1.7 | .047 | .94 | .92 | .05 | 429/258= 1.7 | .045 | .93 | .92 | .06 |
| p=.0000 | | | | | | | | | | |

However, the goodness-of-fit indices still indicated poor fit. For this reason, I used 2 M.I. and connected items within scales. The six-factor model with M.I. had an

acceptable fit with the data and compared to the six-factor model without M.I. was significantly different ( UK: $\Delta\chi^2$=35, $\Delta$df=3530260, GR: $\Delta\chi^2$=101, $\Delta$df=2, p=.0005).

Tables 18a and 18b present the descriptive Statistics such as the Means, Standard Deviations, Reliabilities and Correlations of the variables of Model 4.

**Table 18a: Model 4: Descriptive Statistics – UK Sample**

|      | M    | SD   | CSR    | PEP    | ORTI   | JI     | ID    | RE    |
|------|------|------|--------|--------|--------|--------|-------|-------|
| CSR  | 3.10 | .81  | (.80)  |        |        |        |       |       |
| PEP  | 3.23 | .88  | .58**  | (.81)  |        |        |       |       |
| ORTI | 2.56 | 1.27 | -.29** | -.40** | (.88)  |        |       |       |
| JI   | 2.75 | .99  | -.17** | .23**  | -.22** | (.68)  |       |       |
| ID   | 7.43 | 1.27 | .09    | .14*   | -.05   | -.07   | (.86) |       |
| RE   | 5.56 | 1.47 | .02    | .06    | .05    | -.03   | .02   | (.79) |

Note: (*N*=315). Scale reliabilities appear in parentheses along the diagonal.
*p < .05  **p < .01

**Table 18b: Model 4: Descriptive Statistics – Greek Sample**

|      | M    | SD   | CSR    | PEP    | ORTI   | JI     | ID     | RE    |
|------|------|------|--------|--------|--------|--------|--------|-------|
| CSR  | 3.12 | .78  | (.75)  |        |        |        |        |       |
| PEP  | 3.48 | .77  | .51**  | (.74)  |        |        |        |       |
| ORTI | 2.34 | 1.10 | -.29** | -.44** | (.83)  |        |        |       |
| JI   | 3.03 | .99  | -.26** | -.38** | -.30** | (.72)  |        |       |
| ID   | 4.39 | .49  | .03    | .06    | -.07   | -.02   | (.83)  |       |
| RE   | 3.21 | .73  | -.03   | -.08   | .07    | -.03   | -.15** | (.78) |

Note: (*N*=325). Scale reliabilities appear in parentheses along the diagonal.
*p < .05  **p < .01

## 4.2.6.2 Structural Model 4

Figures 6a, 6b present the hypotheses Model 4 tested with SEM. The model fitted the data well for both samples and indicated that CSR was significantly and positively correlated with PEP supporting hypothesis H4a. Also, PEP was significantly and negatively correlated with ORTI. Thus, hypothesis H4b was also supported.
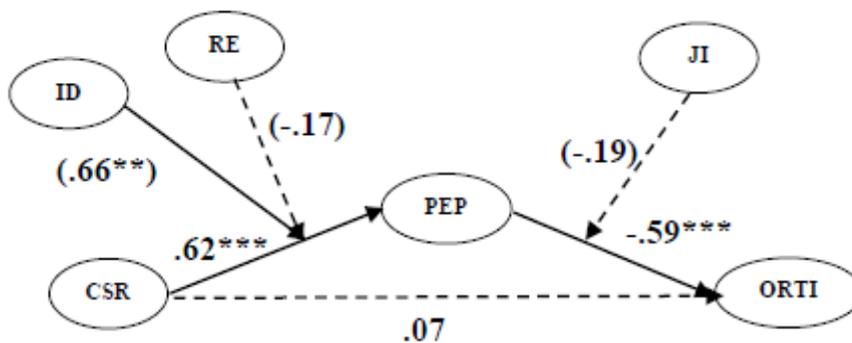


Figure 6a: Hypotheses Model 4: The UK Sample
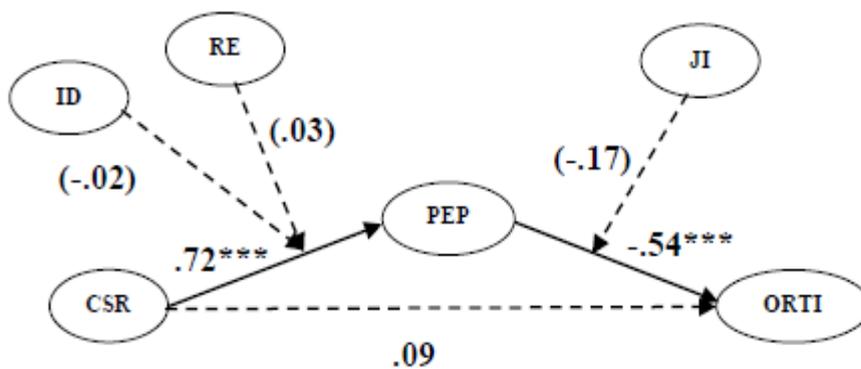
$\chi^2$ (df = 30) = 2.8, RMSEA = .08, CFI = .96, TLI = .94, SRMR=.05
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.



Figure 6b: Hypotheses Model 4: The Greek Sample

$\chi^2$ (df = 30) = 1.3, RMSEA = .03, CFI = .99, TLI = .99, SRMR=.04
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Testing for the mediation hypotheses, the analysis showed that for both samples PEP fully mediated the relationship between CSR and ORTI. The indirect effect of CSR on ORTI was significant for both cases (UK: β=-.38, p= .000; GR: β=.-.37, p=.000) while the direct effect of CSR on ORTI was no significant (UK: β =.09, p=.44; GR: β=.07, p=.50). Therefore, hypothesis H4c was supported. Checking for rival models I tested for both cases direct mediation models as well as EL as a predictor of CSR. The proposed model was found to better fit the data than the alternative models (Table 19).

Finally, I entered into the model the interaction of Idealism (ID) as well as Relativism (RE) with CSR. For the Greek sample again the ID significantly moderated the relationship between CSR and PEP (β=.66, p=.002). Thus, hypothesis H3d was supported only for the Greek sample. No other moderation effect was found and hypothesis H4e was rejected.

Table 19: Model 4: Mediation Models

| | UK | | | | | | GR | | | | |
| | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2/\Delta df$ | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2/\Delta df$ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Mediation | 85/31= 2.7 | .074 | .96 | .94 | .05 | 1/1 (p>.05) | 39/31= 1.3 | .027 | .99 | .99 | .04 | 1/1 (p>.05) |
| Partial Mediation | 84/30 = 2.8 | .076 | .96 | .94 | .05 | | 38/30= 1.3 | .029 | .99 | .99 | .04 | |
| Rival Model with EL | 406/145 = 2.8 | .076 | .92 | .91 | .08 | 322/115 (p<.0005) | 359/145= 2.5 | .067 | .92 | .91 | .07 | 321/115 (p<.0005) |
| | | | | | | P=.0000 | | | | | | |

To further examine the moderation effect of Idealism I used again the Mplus code for moderated mediation that assumes that there are an independent variable (X), a dependent variable (Y), a mediator variable (M), and a moderator variable (W)

moderating the path between the independent and mediator variables. Checking for significant conditional effects of CSR on ORTI mediated by PEP for individuals with high ID and individuals with low ID, I constrained subcommands for individuals with high ID (+1 SD above the mean value of ID) and low ID (-1 SD below the mean value of ID). The analysis indicated significant conditional effects of CSR on ORTI. Individuals with a high level of Idealism were stronger influenced by CSR, and ORTI was stronger reduced compared with individuals who reported low levels of Idealism. Calculated values of the slope coefficients for the simple slopes equations for the high level as well as low level of Idealism were -1.71 and -1.47 respectively. Thus, hypotheses H3d was supported only for Idealism in the Greek sample.

**Figure 7: Interactive Effects of CSR and Idealism on ORTI**
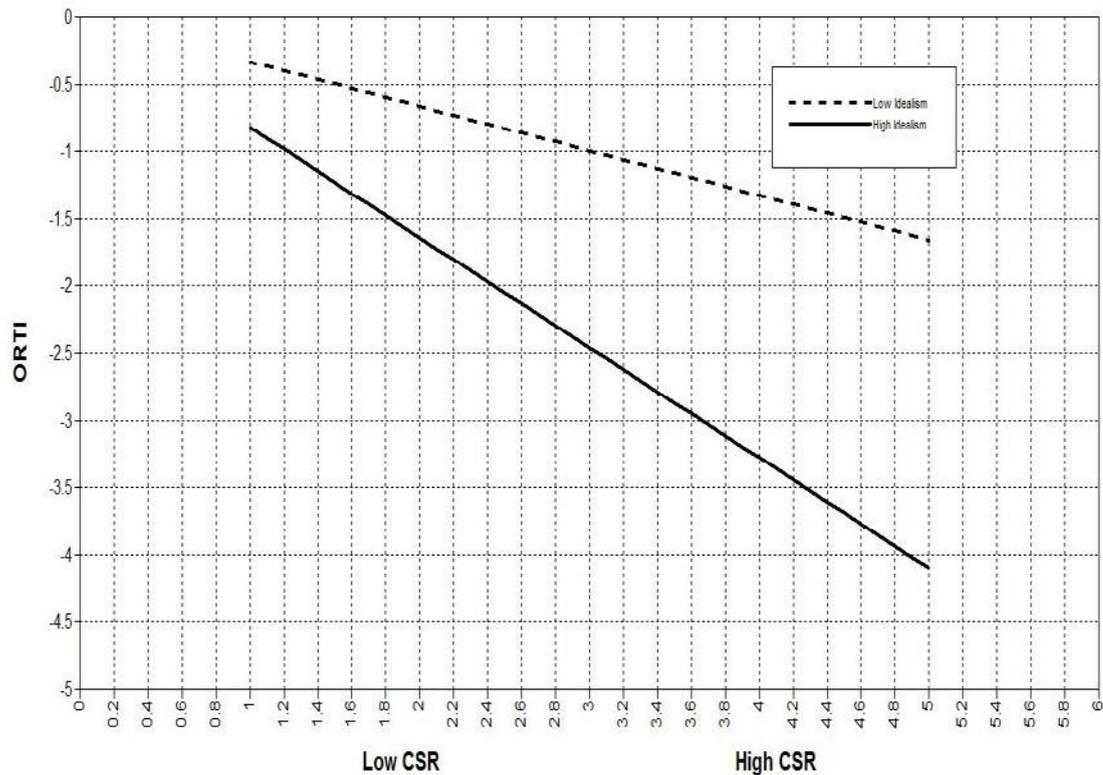


In summary, Table 20 presents the supported (YES) and rejected (NO) hypotheses addressed by the hypotheses Models 1, 2, 3, and 4. Twelve hypotheses

were supported and six hypotheses were rejected out of the twenty hypotheses addressed. Two hypotheses regarding the moderation effect of Ethics Position have been partially supported as only Idealism was showed as being a moderator in the Greek sample.

Table 20: Hypotheses

| Model 1 | UK | GR | Model 2 | UK | GR | Model 3 | UK | GR | Model 4 | UK | GR |
|---------|-----|-----|---------|-----|-----|---------|-----|-----|---------|-----|-----|
| H1a | YES | YES | H1a | YES | YES | H3a | YES | YES | H4a | YES | YES |
| H1b | YES | YES | H2b | YES | YES | H3b | YES | YES | H4b | YES | YES |
| H1c | YES | YES | H2c | YES | YES | H3c | YES | YES | H4c | YES | YES |
| | P/M | F/M | | P/M | F/M | | P/M | P/M | | F/M | F/M |
| H1d | NO | NO | H1d | NO | NO | H2d | NO | YES | H3d | NO | YES |
| H1e | NO | NO | H2e | NO | NO | H3e | NO | NO | H4e | NO | NO |

Note: P/M: Partial Mediation, F/M: Full Mediation

## 4.2.7 Model 5: The integration of Models 3 and 4

### 4.2.7.1 Measurement Model 5

Continuing toward structuring a multi-variable hypotheses model I integrated Models 3 and 4, thus developing Model 5 (Figure 8).



Figure 8: Hypotheses Model 5
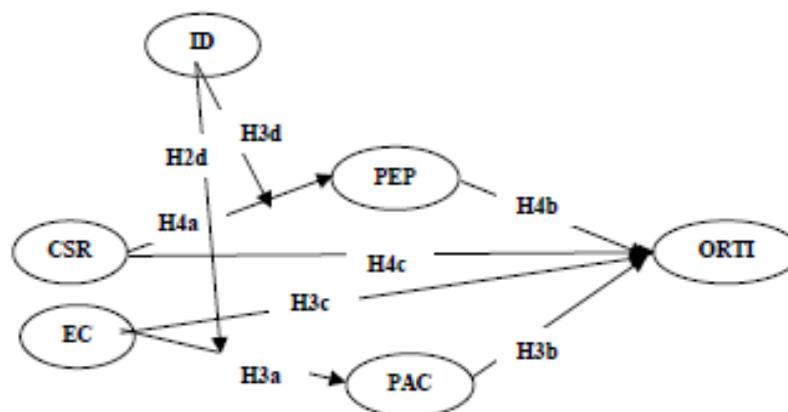
For reasons of parsimony I removed paths that were rejected in the previous analysis of Models 3 and 4 for both samples. That is, I removed two paths regarding the moderation effect of JI on the relationship between PAC and ORTI, and between PEP and ORTI which were not supported by previously testing hypotheses H3e and H4e. I then ran a six-factor CFA to test the measurement Model 5. Six factors included EC, PAC, CSR, PEP, ORTI, and ID. Factor RE was removed because no moderation effect was found on the relationships between EC and PAC as well as CSR and PEP. The measurement model had an adequate fit for both samples:

UK sample: $\chi^2$(df=386)=2.2, RMSEA=.061, CFI=.91, TLI=.89, SRMR=.06

Greek sample: $\chi^2$(df=386)=2.2, RMSEA=.060, CFI=.91, TLI=.89, SRMR=.06

Means, Standard Deviations, Reliabilities and Correlations of the variables of Model 5 are presented in Tables 21a and 21b.

**Table 21a: Descriptive Statistics - UK Sample**

|       | M    | SD   | EC      | CSR     | PAC     | PEP     | ORTI   | JI     | ID     | RE     |
|-------|------|------|---------|---------|---------|---------|--------|--------|--------|--------|
| EC    | 3.80 | .79  | (.89)   |         |         |         |        |        |        |        |
| CSR   | 3.10 | .81  | .51**   | (.80)   |         |         |        |        |        |        |
| PAC   | 3.04 | .93  | .38**   | .42**   | (.75)   |         |        |        |        |        |
| PEP   | 3.23 | .88  | .46**   | .58**   | .55**   | (.81)   |        |        |        |        |
| ORTI  | 2.56 | 1.27 | -.33**  | -.29**  | -.73**  | -.40**  | (.88)  |        |        |        |
| JI    | 2.75 | .99  | -.06    | -.17**  | -.28**  | -.23**  | -.22** | (.68)  |        |        |
| ID    | 7.43 | 1.27 | .24**   | .07     | .05     | .14*    | -.05   | -.07   | (.86)  |        |
| RE    | 5.56 | 1.47 | -.14*   | .01     | .02     | .06     | .05    | -.03   | .02    | (.79)  |

Note: (N=315). Scale reliabilities appear in parentheses along the diagonal.
*p < .05 **p < .01

**Table 21b: Descriptive Statistics – Greek Sample**

|       | M    | SD   | EC      | CSR     | PAC     | PEP     | ORTI    | JI      | ID      | RE    |
|-------|------|------|---------|---------|---------|---------|---------|---------|---------|-------|
| EC    | 3.50 | .78  | (.87)   |         |         |         |         |         |         |       |
| CSR   | 3.12 | .78  | .58**   | (.75)   |         |         |         |         |         |       |
| PAC   | 3.17 | .89  | .43**   | .46**   | (.79)   |         |         |         |         |       |
| PEP   | 3.48 | .77  | .49**   | .51**   | .56**   | (.74)   |         |         |         |       |
| ORTI  | 2.34 | 1.10 | -.28**  | -.29**  | -.69**  | -.44**  | (.83)   |         |         |       |
| JI    | 3.03 | .99  | -.28**  | -.26**  | -.37**  | -.38**  | -.30**  | (.72)   |         |       |
| ID    | 4.39 | .49  | .05     | .03     | .07     | .06     | -.07    | -.02    | (.83)   |       |
| RE    | 3.21 | .73  | -.03    | -.03    | -.10    | -.08    | .07     | -.03    | -.15*   | (.78) |

Note: ($N$=325). Scale reliabilities appear in parentheses along the diagonal.
*$p < .05$ **$p < .01$

### 4.2.7.2 Structural Model 5

Figures 8a, 8b present the hypotheses Model 5 tested with SEM. For both samples the structural model did not fit the data well. Path coefficient also indicated that PEP was not significantly correlated with ORTI, thus rejecting hypotheses H4b and H4c regarding the mediation of the relationship between CSR and ORTI by PEP (Iacobucci et al., 2007).



Figure 8a: Hypotheses Model 5: The UK Sample
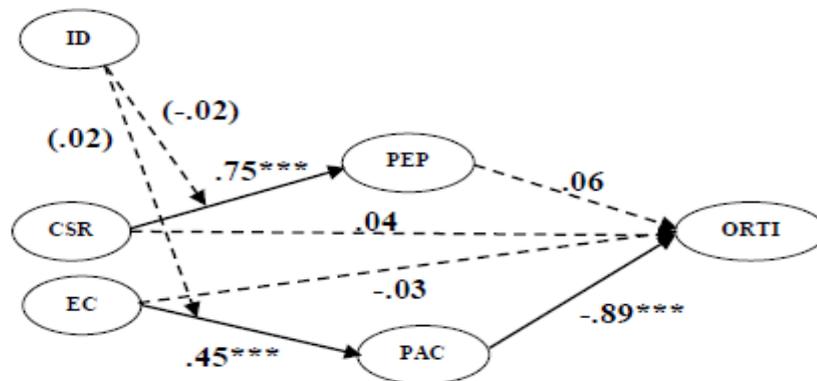
$\chi^2$ (df = 220) = 3.1, RMSEA = .08, CFI = .88, TLI = .87, SRMR=.10
Note: The dashed paths are non-significant. *$p < .05$ **$p < .01$ ***$p < .001$
Standardized and unstandardized (in parentheses) estimates are reported.

Figure 8b: Hypotheses Model 5: The Greek Sample
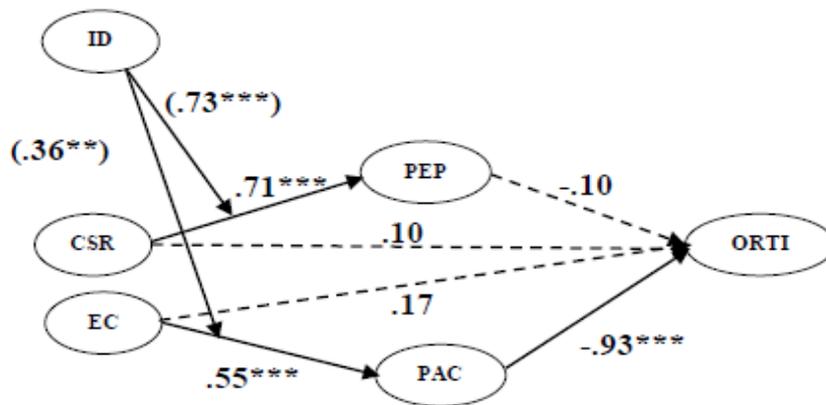
$\chi^2$ (df = 220) = 3.0, RMSEA = .08, CFI = .88, TLI = .86, SRMR=.09
Note: The dashed paths are non-significant. *p < .05  **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Again, for reasons of parsimony I removed the no significant path between PEP and ORTI and, in line with theoretical implications regarding organizational identification, I suggested an alternative model (Figure 9).



Figure 9: Alternative Hypotheses Model 5
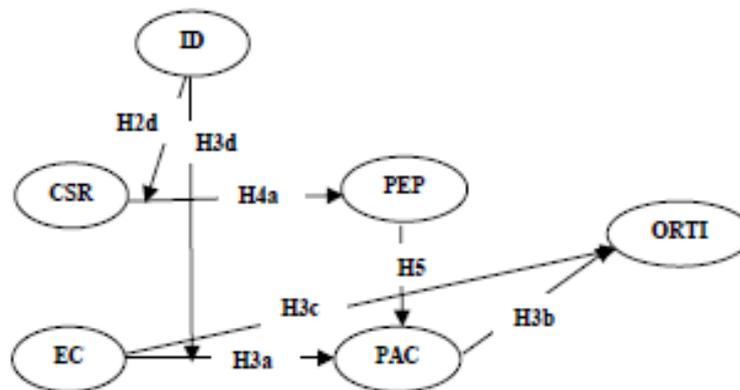
According to the literature perceived external prestige may enhance the emotional ties with the organization (Helm, 2013) and influence employees' organizational turnover intention. Indeed, research studies support the effect of perceived external prestige on turnover intention mediated by affective commitment

(Herrbach et al., 2004). Based on theoretical assumptions addressed in previous sections, I argue here, that the cognitive component of identification (perceived external prestige) leads to affective component of identification (affective commitment) (Van Dick, 2001). As a consequence, I added a path to correlate PEP with PAC.

The proposed alternative model had an acceptable fit (Figures 9a, 9b). Both the relationships between EC and PAC, and CSR and PEP were significant, thus supporting hypotheses H3a and H4a. Also, PAC was significantly correlated to ORTI and hypothesis H3b was supported. In addition, the model indicated a significantly positive correlation between PEP and PAC.



Figure 9a: Alternative Hypotheses Model 5: UK Sample
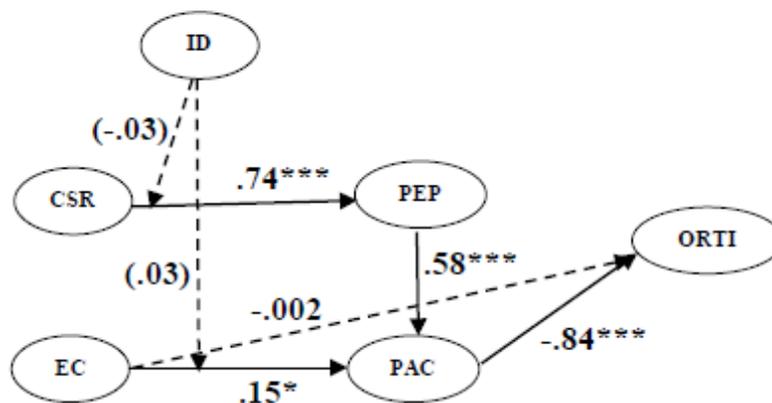
$\chi^2$ (df = 221) = 2.8, RMSEA = .08, CFI = .90, TLI = .89, SRMR=.07
Note: The dashed paths are non-significant. *p < .05 **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Figure 9b: Alternative Hypotheses Model 5: Greek Sample
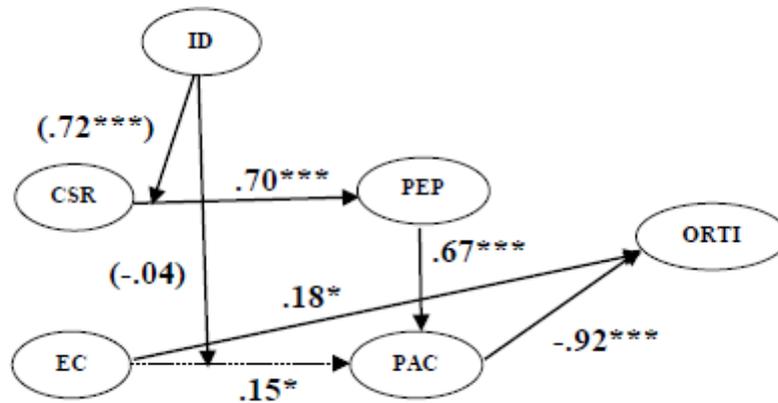
$\chi^2$ (df = 221) = 2.6, RMSEA = .07, CFI = .90, TLI = .90, SRMR=.06
Note: The dashed paths are non-significant. *p < .05 **p < .01 ***p < .001
Standardized and unstandardized (in parentheses) estimates are reported.

Testing for mediation, for the UK sample the indirect effect of CSR on ORTI was significant ($\beta$==.36, p=.000) and fully mediated by PEP and PAC in series. Also, the indirect effect of EC on ORTI was significant ($\beta$=-.12, p=.03) and fully mediated by PAC as the direct effect of EC on ORTI was no significant ($\beta$=-.002, p=.98). For the Greek sample the indirect effect of CSR on ORTI was significant ($\beta$=-.42, p=.000) fully mediated by PEP and PAC in series. Also, the indirect effect of EC on ORTI was significant ($\beta$=-.13, p=.04) partially mediated by PAC as the direct effect of EC on ORTI remained significant ($\beta$=.18, p=.002).

Next, I checked for the possibility of rival models and introduced EL as predictor of both EC and CSR. I compared Model 5, the alternative Model 5 and the rival model. The results indicated that the alternative model 5 was the one that better fitted the data (Table 22).

Table 22: Model 5: Alternative Models

| | UK | | | | | | GR | | | | |
| | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2/\Delta df$ | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\Delta\chi^2/\Delta df$ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MODEL 5 | 679/220= 3.1 | .081 | .88 | .87 | .10 | | 657/220 = 3.0 | .78 | .88 | .86 | .09 | |
| ALTERNATIVE MODEL | 612/221= 2.8 | .075 | .90 | .89 | .07 | | 574/221 = 2.6 | .070 | .90 | .89 | .06 | |
| RIVAL MODEL with EL | 1178/453 =2.6 | .071 | .88 | .87 | .08 | 566/232 (p<.0005) | 1173/45 3=2.6 | .070 | .87 | .86 | .08 | 599/232 (p<.0005) |
| | | | | | | P=.0000 | | | | | | |

Checking for moderation effects the analysis indicated that for the Greek sample Idealism (ID) significantly moderated the impact of CSR on ORTI through PEP and PAC. To further investigate the moderation effect of Idealism I used the Mplus code for moderated mediation which assumes that there are an independent variable (X), a dependent variable (Y), two mediator variables (M1 and M2) is series, and a moderator variable (W) moderating the path between the independent and the mediator variable (M1). Subsequently, I examined significant conditional indirect effects of CSR on ORTI mediated by PEP and PAC for individual who reported high levels of ID and individuals who reported low levels of ID. Thus, I constrained subcommands for individuals with high ID (+1 SD above the mean value of ID) and low ID (-1 SD below the mean value of ID). Figure 10 shows that the impact of CSR on ORTI was stronger for individuals with a high level of Idealism than for individuals with a low level of Idealism. Calculated values of the slope coefficients for the simple slopes equations for the high level as well as low level of Idealism were -1.80 and -1.50 respectively. Thus, hypothesis H2d was supported only for the Greek sample. The moderation effect of Idealism on the relationship between EC and ORTI through PAC was tested in previous analysis of Model 3 and the analysis indicated

significant conditional effects of EC on ORTI (Figure 5). Thus, I did not again check for it.

**Figure 10: Interactive Effects of CSR and Idealism on ORTI.**
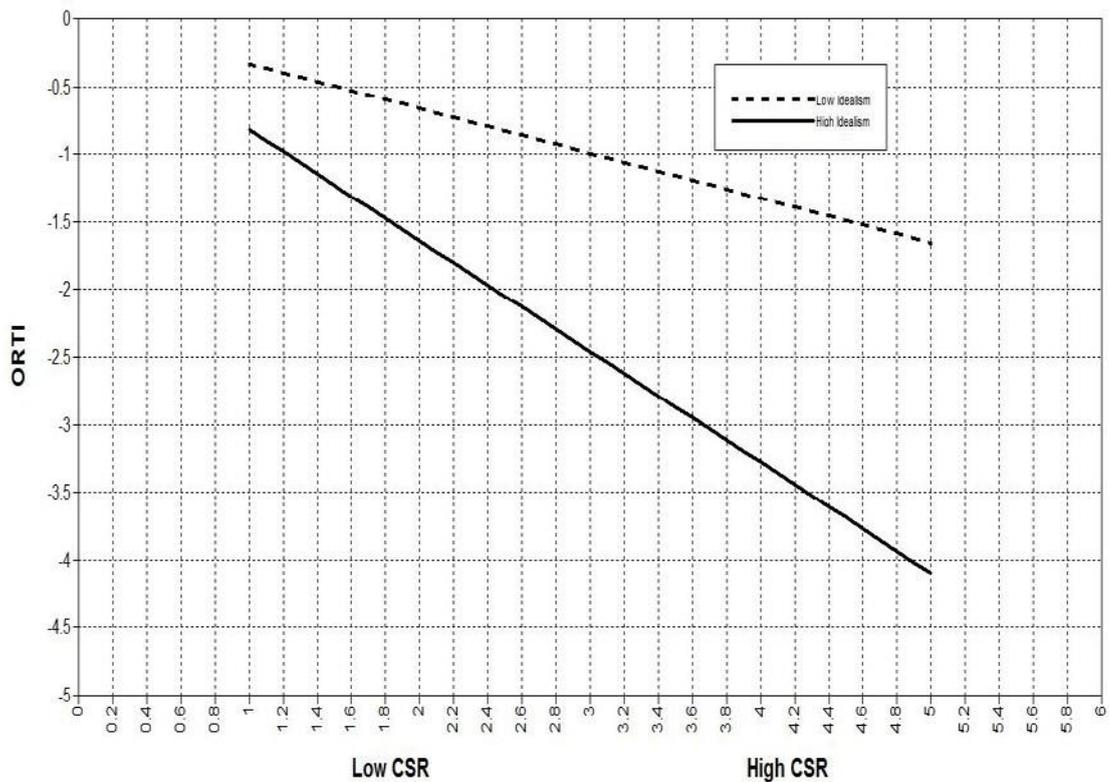


### 4.2.8 Model 6: A Multi-Variable Hypotheses Model

Next, I integrated Model 2 with Model 5. Model 2 shapes the relationship of EL with ORTI via PR (Figure 10). Consequently, the hypotheses Model 6 (Figure 11) put forward how ethics aspects in an organization, namely EL, EC, and CSR may influence simultaneously ORTI through specific paths such as PR, PAC, and PEP. I conducted an eight-factor CFA to test the measurement Model 6. Unfortunately, the model did not fit the data well. I added the same M.I. that I used in previous CFAs of Models 5 and 2 to improve it. Again, CFA did not indicate an acceptable fit (Table 23).

Table 23: Model 6: CFA Results

| | UK | | | | | GR | | | |
|---|---|---|---|---|---|---|---|---|---|
| | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR | $\chi^2/df$ | RMSEA | CFI | TLI | SRMR |
| 8 FACTORS | 2137/1091= 1.96 | .06 | .88 | .88 | .06 | 2318/1091 =2.1 | .06 | .86 | .85 | .07 |
| | | | | | p=.0000 | | | | | |

Although $\chi^2$/df ratio was less than 3:1 (Kline, 2005), and also RMSEA and SRMR values were less than .08 (Hu & Bentler, 1999), thus indicating an acceptable fit, the CFI and TLI values were lower than the cut-off value that literature suggests (.90) as indicator of an acceptable fit. As a consequence, further analysis was not deemed necessary as CFA good fitness is a pre-requirement to continue testing any SEM model (Brown, 2015; Thompson, 2004). According to Thompson (2004) "It makes little sense to relate constructs within an SEM model if the factors specified as part of the model are not worthy of further attention" (p. 110). As a consequence, the entire multi-variable model was not proved by the SEM analysis.

## 5. Discussion

As mentioned, both organizational ethics and turnover are crucial issues for practitioners as well as of major importance for academics. In this study, I focused on both critical topics and explored the relationship between ethical aspects in an organization and employees' turnover intention. I argued that different predictors with regard to ethics affect employees' job and organizational turnover intention through specific mediating pathways. I adopted Social Identity Theory (SIT) as a background and used its implications to underpin my research model. Here, I concentrated on the cognitive, evaluative, and affective components of social identification in an organizational context as being distinct constructs that differently

165

affect individuals' identification with working groups or the entire organization. To operationalize the identification's components, I considered perceived respect as reflecting the evaluative component and external prestige as being the cognitive component of identification with particular social groups in a working environment. I also identified affective commitment as being the affective component of identification. That way, I addressed and empirically tested a series of hypotheses reflecting such socio-psychological paths and provided empirical evidence of their key role in explaining the relationship between ethical aspects and turnover intention. As mentioned, previous studies have examined the relationships between those predictors and outcomes separately instead of putting forward a model that involves all constructs. Therefore, the findings of this study revealed how all ethical aspects under question may together impact turnover intention by way of different mediating mechanisms.

Firstly, I examined the relationship between supervisory ethical leadership, perceived respect, and job and organizational turnover intention (Models 1 and 2). The empirical findings indicated that ethical leadership is a significant predictor of both job and organizational turnover intention and that perceived respect mediates these relationships. This is in line with the literature showing that ethical supervision is related to positive work-related outcomes (Brown & Mitchell, 2010). Perceived respect, although it reflects an ethical supervision, has not yet been empirically examined as the mediator of the relationship between ethical leadership and turnover intention. Moreover, this study focused on job turnover intention as being distinct from organizational turnover intention and examined separately the relationship of ethical supervision with both different types of turnover intention. The findings indicated that ethical supervision not only affects job turnover intention but almost

equally strongly affects organizational turnover intention, thus directly affecting members' attitudes and behaviors regarding to the organization. Therefore, the empirical findings confirmed previous arguments that supervisors are representatives not only of the working group but of the organization as a whole (Trevino & Brown, 2005; Walumbwa et al., 2009).

Furthermore, the findings underscored the very high correlation of ethical supervision with perceived respect found in both samples (UK: r=.80; GR=.70), thus indicating that perceptions of ethical leadership are very strongly related to the treatment of employees and their feelings of being valued and respected organizational members. Also, a strong correlation of perceived respect with both job and organizational turnover intention found in both samples, highlighted that feelings of dignity and respect are strongly related to the cognition process of withdrawal behavior, namely, turnover intention. This was especially the case for the UK sample. Here, perceived respect was very strongly correlated to turnover intention. At the same time, in this sample, participants reported fewer years of employment and supervision by the same supervisor and tenure was a significant control variable. Comparing samples, only a percentage of 5.1% of the participants in the UK were supervised by the same supervisor for more than 10 years versus a percentage of 17.8% of the participants in Greece. In addition, a portion of 80.9% were supervised by the same supervisor for less than 5 years versus a portion of 61.9% of the participants in Greece. Also, a lower percentage of employees in the UK were employed for more than 10 years in the same organization (26.7%) compared to Greek sample (49.5%). Therefore, the relationship between ethical supervision and perceived respect as well as between perceived respect and turnover intention is stronger when fewer years of tenure and supervision by the same supervisor are

reported. An explanation may be provided by the Leader-Member Exchange (LMX) theoretical implications that focus on leader-member relationship and claim that leadership is a dyadic relationship between the leader and member (Maslyn, & Uhl-Bien, 2001; Schyns et al., 2005; Sin, Nahrgang, & Morgeson, 2009). Thus, there is an inherent interaction with one another over time (Nahrgang & Seo, 2015). That is, tenure of the dyadic relationship between leader and member may be positively related to LMX (Maslyn & Uhl-Bien, 2001), thus influencing the agreement between leader and member (Sin et al., 2009). Based on this view, one can argue that members' attitudes and behavior are less influenced by the leader. That is, leader and member are more and more in agreement over time because of the interaction with one another.

Secondly, I explored the impact of ethical climate on affective commitment and organizational turnover intention (Model 3). Again, the findings for both samples supported that ethical climate is a significant predictor of organizational turnover intention while affective commitment is a mediator of this relationship. I also examined the effect of CSR on organization turnover intention and the results showed that CSR significantly predicts organizational turnover intention via perceived external prestige (Model 4). Further examining the impact of both the ethical climate and CSR on organizational turnover intention (Alternative Model 5), the findings showed the key role of affective commitment on the relationship between CSR and organizational turnover intention. Affective commitment mediated the relationship between perceived external prestige and organizational turnover intention, thus supporting the view that the evaluating component of identification (here reflected by perceived external prestige) is a predictor of the identification's affective component (here reflected by affective commitment). Of great interest is also that findings

indicated that the mediation of affective commitment neutralized the impact of perceived external prestige on organizational turnover intention, thus emphasizing the role of the affective component of identification and the emotional bond with the organization instead of that of the cognitive component of identification. This is in contrast to previous research that provided evidence of the partial mediation of the relationship between perceived external prestige and turnover intention from affective commitment, and the direct effect of perceived external prestige on turnover intention although controlling for affective commitment (Herrbach et al., 2004). The findings of the currents study underlined the key role of the affective component of identification as being the one that can explain the relationship between CSR and turnover intention by means of perceived external prestige.

I took into consideration individuals' ethics position as well as perceived job insecurity that employees' may be experiencing in today's turbulent business environment. The findings partially supported that people's ethics position moderates the impact of ethics aspects on both job and organizational turnover intention. In the Greek sample, high versus low levels of idealism were found to interact with ethical climate and CSR, thus influencing their relationship with affective commitment and perceived external prestige, and the resulting organizational turnover intention. That is, the higher the Idealism the higher the impact of ethical climate and CSR on organizational turnover intention. This is in line with arguments that people's ethics position influences their perceptions of ethics and social responsibility in an organizational context such that the higher the idealism, the higher the importance of ethics and social responsibility is perceived to be (Singhapakdi et al., 1995; Vitell et al., 2010). However, and in contrast to this view, the findings showed no moderation of people ethics position on the relationship between ethical supervision and

perceived respect. This is of great interest as it may imply that the strong correlation between ethical supervision and perceive respect is independent of individuals' personal moral ideology. Again, this may be explained by the LMX theoretical implications regarding the interactive relationship between leader and member. That is, LMX agreement over time may diminish moral differences between the two parts.

In contrast to previous research, the findings strongly supported that both job and organizational turnover intentions are independent of the perceived job insecurity within the working environment. In particular, findings did not support any hypotheses on the moderating role of job insecurity in the relationship between perceived respect, affective commitment, and perceived external prestige, on the one hand, and turnover intention, on the other. Job insecurity has been characterized as a work related stressor and has empirically shown to affect organizational attitudes and behaviors such as increased turnover intention (Sverke et al. 2002, Cheng & Chan, 2008). The results of the current study may be explained by the fact that the majority of participants reported a permanent employment contract (UK Sample: 84.4%, GR Sample: 72%). Previous studies have shown that employees on permanent contracts report less job insecurity than those on fixed-term contracts. Also, employees on a part-time employment reported high levels of job insecurity (Erlinghagen, 2008). In this study, the majority of participants reported a full-time type of employment (UK Sample: 80%, GR Sample: 80.6%). Therefore, both the permanent and full-time employment of most participants may explain why job insecurity did not moderate the relationship between employees' perceptions of ethical aspects and turnover intention. This view is also supported by the low mean scores of perceived job insecurity for both samples (UK: M=2.75; GR: M=3.03). Otherwise, the findings may support arguments made in literature that it is the relationship between turnover

intention and actual turnover that is affected by job insecurity (Hom et al., 2012) rather than the relationship between members' perceptions and turnover intention.

The findings added to previous studies regarding the negative correlation between identification in an organizational context and turnover intention (De Moura et al., 2009; Riketta, 2005; Riketta et al., 2006; Van Dick et al., 2004a), thus emphasizing the major importance of people identification as it may provide a fixed point that prevents turnover intention (De Moura et al., 2009). Results of the analysis indicated that individuals' identification either with working groups or the organization can provide a reasonable explanation of the strong impact that leaders as supervisors or ethical climate and CSR may have on turnover intention. Furthermore, the current study focused on the distinct components of identification as well as the different foci of identification such as job and organizational identification. It provided evidence that each of the components of identification, namely, perceived respect, affective commitment and perceived external prestige are likely to provide an explanation on how ethical aspects may enhance a specific or multiple foci of identification in an organizational context and reduce turnover intention.

Overall, comparing samples in UK and Greece underscored that, independently of the high economic crisis, ethics still provide such a solid basis for the interpretation of people attitudes and behaviors. Although the UK and Greek samples were chosen as being appropriate, in terms of their standing in the current economic crisis, results found that people similarly perceived organizational ethics as well as relevant work outcomes such as turnover intention. The idea was that the model predicting a relationship between ethics and turnover intention might 'work' differently in those contexts due to the stronger constraints experienced by the Greek participants with respect to turnover intention, since there are simply few jobs

available. However, for both samples, the empirical findings provided evidence of the mediating effects regarding the relationship between organizational ethics and turnover intention. Therefore, findings illustrated ethic's importance in such turbulent business environment such as the one in Greece experienced. Therefore, this study added to the statement that ethics can serve as providing a fixed point in times of constant change (Caza, Barker, & Cameron, 2004).

In summary, this study provided evidence of the strong influence of ethics aspects in organizations, namely, supervisory ethical leadership, ethical climate and, CSR on both job and organizational turnover intention, thus contributing to business ethics and the turnover research area, and providing theoretical as well as practical implications.

## 5.1 Theoretical Implications

This empirical study made numerous theoretical contributions. More and more attention has been paid to embedding ethics in organizations (Bright & Fry, 2013). Although previous research has separately investigated context antecedents with regard to ethics, including ethical supervision, ethical climate, and CSR initiatives, there is still limited research into investigating the joint influence of such multiple predictors on people's work related attitudes and behavior, namely, employees' turnover intention. From this point of view, this study contributes to the research topics of business ethics. Furthermore, the suggested research model established specific socio-psychological paths that provided reasonable explanations for relationships by drawing on a SIT background. Consequently, it made an additional contribution as there is still need for empirically testing the social- psychological perceptions that explain people's various types of identifications within

the workplace such as working group and organizational identification (Smith et al., 2012). Finally, this study contributed to the research topic of turnover by considering turnover intention as being a multi-dimensional construct. Previous research suggests that focusing on the multiple withdrawal constructs would increase the understanding of the turnover process (Blau, 2000, 2007; Holtom et al., 2008). Indeed, this study focused on the two distinct types of turnover intention, namely, job and organizational turnover intention.

Furthermore, this empirical study has contributed to the relevant research area of business ethics and turnover by suggesting and empirically testing a multi variable hypotheses model that linked both the key topics of turnover and organizational ethics. As mentioned in the above discussion, the empirical findings showed high correlations between ethics and employees' perceptions, and the resulting job and organizational turnover intention. They also highlighted socio-psychological pathways that provided reasonable explanations of these relationships. Both the UK and Greek comparing samples confirmed the results, thus implying the validity and generalization of the findings. Therefore, this study advanced our knowledge regarding embedding ethics in organizations and can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

## 5.2 Practical Implications

In today's turbulent business environment the issue of retention of the best qualified employees remains a great challenge for organizations (Carmeli & Schaubroeck, 2005; Carmeli & Weisberg, 2006; Chen et al., 2011; Epitropaki, 2013; Holtom et al., 2008; Liu et al., 2012). As a consequence, organizations should

develop strategies and an appropriate working environment in order to retain qualified employees and reduce undesirable turnover intention (Holtom et al., 2005).

The results showed that employees' perceptions of perceived ethical aspects, at different levels in the working environment are related to their willingness to leave, thus pointing to ways to prevent of actual turnover. Organizations should pay attention to the creation and establishment of a preferable working environment based on ethical policy and guidelines that promote ethical conduct and concern for organizational members' well-being and the society at large. Displaying ethical principles and demonstrating concern will advance members' perceptions and it is most likely that they will identify with the organization. Principled supervisors should contribute in developing such ethical working environments and enhance positive attitudes and behaviors. Representing the organization, supervisors should respect people and be concerned with their feelings of belongingness and inclusion in the organization. Moreover, organizations would do well to realize that ethical supervisors can strongly affect employees' attitudes and work related behavior, and would invest on the development of such leaders. This would contribute in their ultimate goals and the organizational success. Organizations also should recognize the major importance of CSR as a valuable managerial tool and use it to gain the hearts and minds" of employees (Hansen et al., 2011: 41), thus influencing employees' perceptions regarding organizational identity and positive organizational identification. In this vein, organizations should align their vision, aim and goals with expectations of the broader society and people's well-being.

Furthermore, the findings suggest that identification is a core element of the relationship between the organization and its members (Epitropaki, 2013) as it enhances or prevent employees' willingness and intention to leave their current job or

the employer organization. Managers at all levels should focus on means of ethical supervision, ethical climate, and CSR and perceptions of respect and external prestige, thus affecting members' emotional ties with the organization and work related behaviour, namely, turnover intention and actual turnover. In an era of limited financial benefits, positive organizational identity and preferable working environments in which people are treated with dignity and respect, can improve employees' relationship with the organization and strengthen organizational commitment. Overall, organizational ethics seem to be of major importance for the relationship of organizational members with the organization, even in an era of a great ambiguity.

## 5.3 Limitations and Future Research

This study provided evidence of the strong relationship between business ethics and turnover intention. Nevertheless, it had a number of limitations.

First, the collection of data was based on a same-source questionnaire. This method is commonly used in organizational studies for the collection of data seeking out for job attitudes, perceptions or feelings, and intentions of future behaviour (Lindell & Whitney, 2001; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff & Organ, 1986). However, one of the main problems of the method is the common method variance. Although I used Harmon's single factor to assess the measurement scales validity, increased correlations among variables is a very common result of using same source data (Podsakoff & Organ, 1986) while statistical interactions may be undermined (Aiken & West, 1991). Thus, similar future research should take into serious consideration the perceptual nature of the

method and apply a different research design using different sources of data collection and avoiding issues related to common method variance.

Secondly, the data collection is based on a cross-sectional survey method. Research findings suggest that longitudinal research would provide more accurate information regarding changing withdrawal cognitions and turnover intentions over time (Chen et al., 2011; Zhao et al., 2007). From this point of view, future research should take place in various points in time, thus pointing out changing dynamics in the turnover phenomenon.

Thirdly, this study examined separately as well as jointly the impact of ethical aspects in turnover. It considered that all aspects with regards to ethics are ethical. However, it does not always happen in the real world of business. For instance, a supervisor may not promote ethical conduct through treatment of team members although the ethical policies and codes that characterize the climate of the organization. Supervisors are the responsible persons to translate and imply messages from the top such as those of an ethical climate or they may prevent such messages from being conveyed or contradict them. This would result on a conflict because of the contradictory conditions with regard to supervision and ethical climate of organization. Therefore, future studies can empirically examine and provide evidence of the reaction of team members when they are experiencing a conflict because of such a contradictory situation.

Finally, although the majority of hypotheses were supported by the findings, the overall model (Model 6) failed to fit the data. This was due to the poor fit of the measurement model, thus implying that the data did not fit well the hypothesized measurement model. The poor fit of the model was mainly attributed to the CFI and TLI values. TLI indicates the effectiveness of the model compared to a null model

while CFI compares the covariance matrix of the sample with the null model (Hooper, Coughlan, & Mullen, 2008). Although CFI may not be influenced by the complexity of the model, TLI prefers simpler models. In addition, CFI assumes that all factors (latent variables) are uncorrelated (Hooper et al., 2008). The hypothesized measurement model here was not a simple model and factors were not at all uncorrelated. In contrast, a number of factors were strongly correlated, thus increasing the possibility of a poor fit of the model based on CFI and TLI goodness-of-fit indicators. Therefore, I suspect that this was a limitation for testing the overall model in terms of the construct validity of the model. Future research should take into consideration the construct validity of complex models since there is an increased possibility of a poor fit of the measurement model. Measurement scales should be very carefully chosen based on previous studies findings that used such constructs in relevant complex models, if possible.

In conclusion, the turnover phenomenon is an "intriguing subject precisely because the processes are not simple and do require considerable research efforts and sophistication to understand them" (Mowday, Porter, & Steers, 2013: 7).

## 5.4 Conclusion

Overall, this empirical study contributed to the relevant research area of business ethics and voluntary turnover by delineating and empirically testing a multi variable model that linked both the key topics of turnover and organizational ethics. The research findings indicated the significance of ethical aspects within the organization, namely, ethical leadership, ethical climate and CSR in enhancing identification with working groups and the organization, and reducing both job and organizational turnover intention. Consequently, the current study advances our

knowledge regarding embedding ethics in organizations and can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

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# C H A P T E R   4

## Discussion and Conclusion

### 1. Summary of the Current Study

This study linked the research topics of business ethics and employee turnover as both are of great interest from an academic as well as practical perspective. The aim of this study was to investigate particular issues that still require further attention, thus contributing to the knowledge in the areas of turnover and ethics in organizations. The main objectives of the current study were twofold in both theoretical and practical terms. Firstly, to develop a comprehensive and multi-foci theoretical framework that links turnover and organizational ethics. This provided additional insights into their relationship, thus advancing our knowledge on the impact ethics have within an organization and on how to manage undesirable turnover more effectively based on ethical conduct in organizations. The objective of the empirical study was to develop and test a multi-variable research model that will advance previous knowledge on embedding ethics into organizations. In addition, it can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

This chapter summarizes the overall study. First, it discusses the knowledge gained from both the theoretical and empirical research into two sections. It briefly presents the theoretical framework developed for the scope of this study and presents and discusses a summary of key empirical findings. Second, it demonstrates the

potential value of this study indicating theoretical and practical implications based on the integration of the theoretical assumptions and research evidence. Third, it details limitations of the study as well as potential future research avenues that may shed further light on the research areas of business ethics and turnover. Finally, it presents an overall conclusion.

## 1.1 Theoretical Assumptions

The current intensive interest in and the very important implications of both employee turnover and business ethics for organizational success warrant a discussion to develop a multi foci theoretical model that links both issues. I developed a theoretical framework around turnover intention which I argue that is the main predictor of actual turnover and related to negative attitudes and behaviors in the workplace. Consequently, turnover intention is an important concept to study. The framework adopts a virtue business ethics approach focusing particularly on organizational intentions with regard to ethics. It discusses intentions of organizations to promote ethics and enforce ethical attitudes and behaviours as well as to prevent unethical conduct. At the same time, the model focuses on organizations' intentions to promote unethical or destructive attitudes and behaviors. Overall, it investigates how (un)ethical organizational intentions perceived by employees within different social groups such as working groups, the employer organization and the broader society, may respectively influence both the distinct types and range of turnover intention. I incorporated Social Identity Theory (SIT) to investigate the relationship between business ethics and turnover intention. SIT focuses on individuals' intra- and

inter- social group behaviors and provides a worthy theoretical foundation that enables the interpretation of work related behaviors.

In addition to previously established types of turnover intentions such as job and organizational turnover intentions, the model introduces a new type of turnover intention which has not been looked at, namely, changing organizational field. That is, individuals may wish to change to a different industry while remaining with their current occupation. It also includes in discussion the range of turnover intention which is explained by the levels of difficulty associated with the decision to stay in or leave, for example a job or an organization.

The theoretical framework addresses a series of theoretical assumptions and propositions with regard to (un)ethical intentions of organizations and employees' willingness to stay in or leave their current job or the employer organization, or even the relevant organizational field. (Un)ethical leadership within working groups, (un)ethical climate within the organization and corporate social (ir)responsibility are considered as being expressions of organizational (un)ethical intentions. The model suggests that ethical organizational intentions positively affect employees' willingness to stay in a work related group (e.g., a working group, an organization or an organizational field) while unethical intentions of the organizations positively influence their intention to leave. Moreover, it argues that perceived organizational (un)ethical intentions result cumulatively in increasing not only the level of turnover intention regarding each distinct type, but also the range of turnover intention. Finally, turnover tension - ambivalence about leaving and staying - which is due to the coexistence of ethical and unethical organizational intentions within the same working environment, is proposed to be resolved on a group status basis; thus, turnover intention with a broader range prevails over one with a narrower range.

Overall, the theoretical framework concentrates on answering two research questions: (a) how do (un)ethical organizational intentions perceived by employees within different social groups influence turnover intention? And (b) what particular social groups do people choose to leave or prefer to stay with when they are experiencing (un)ethical organizational intentions? Consequently, it advances previous knowledge on the impact ethics have within an organization and on how to manage undesirable turnover more effectively based on ethical conduct in organizations.

## 1.2 Empirical Research

I suggested and empirically tested a multivariable model that lays out how different predictors with regard to ethics aspects within an organization may jointly affect employees' job and organizational turnover intention through specific mediating pathways. I concentrated on the relationship between ethical supervision, ethical climate and Corporate Social Responsibility (CSR), on the one hand, and job and organizational turnover intention, on the other. I drew on SIT and focused on the cognitive, evaluative and affective components of social identification in an organizational context as being distinct constructs that differently affect individuals' identification with working groups or the entire organization. To operationalize the identification's components, I considered perceived respect and external prestige as being the evaluative and cognitive components of identification, respectively. I also considered affective commitment as reflecting the affective component of identification. Based on these theoretical assumptions, I formulated and empirically tested a series of hypotheses drawing on such socio-psychological pathways. I carried out two separate surveys in the UK and Greece. Since Greece has been hit stronger

than any other European country by the current economic crisis (Ifanti, Argyriou, Kalofonou, & Kalofonos, 2013), I chose the Greek business context because of the increased feelings of job insecurity that the workforce might be currently experiencing. I chose to use the UK as a comparison sample as the crisis has not hit the labor market in the same way. The idea was that the model predicting a relationship between ethics and turnover intention might 'work' differently in those contexts due to the stronger constraints experienced by the Greek participants with respect to turnover intention, since there are simply few jobs available. However, for both samples, the empirical findings provided evidence of the mediating effects regarding the relationship between organizational ethics and turnover intention, illustrating ethics' importance in such turbulent business environment such as the one in Greece experienced. Moreover, findings added to the statement that ethics can serve as providing a fixed point in times of constant change (Caza et al., 2004) as people may increasingly strive towards identifying with work related groups because of feelings of increased uncertainty (Van Dick, 2004).

For both samples, the findings supported all the suggested mediated relationships. Firstly, perceived respect was found to mediate the relationship between ethical supervision and job turnover intention. Ethical leadership through means of perceived respect strongly predicted employees' intention to leave their current job although remaining in the organization. The most important is that findings strongly supported the positive relationship of ethical supervision on organizational turnover. In line with arguments based on the reviewed literature, the study highlighted the importance of ethical supervision with respect to both employees' work related and organizational attitudes, and behaviors. Especially, the results demonstrated that the impact of ethical supervision on job turnover intention

was almost equal with that on organizational turnover intention, which is of a great interest for practitioners. Organizations should realize that ethical supervisors can strongly affect employees' attitudes and work related behavior, and would invest on the development of such leaders. Representing the organization, supervisors should respect people and be concerned with their feelings of belongingness and inclusion in the organization, thus influencing employees' organizational identification and reducing undesired turnover intention.

Furthermore, ethical leadership was found to be strongly related to employees' perceptions regarding their treatment with dignity and respect. Perceive respect, in turn, was strongly related to job turnover intention. This was especially the case for the UK sample. Here, perceived respect was very strongly related to turnover intention. At the same time, in this sample, participants reported fewer years of employment and supervision by the same supervisor and tenure was a significant control variable. As already mentioned in the analysis of findings, this may be explained by the Leader-Member Exchange (LMX) theoretical underpinnings regarding the dyadic relationship between the leader and member, and the inherent interaction with one another over time. That is, tenure of dyadic interaction may result in a higher agreement between leader and members and lower levels of leader's influence on member's attitudes and behavior.

For both samples the findings supported the mediating role of affective commitment on the relationship between ethical climate and organizational turnover intention. It was also found that perceived external prestige mediated the relationship between CSR and organizational turnover intention. CSR was strongly correlated with perceived external prestige and predicted organizational turnover intention. Similarly, ethical climate was significantly and strongly correlated with affective

commitment and predicted organizational turnover intention. For both samples affective commitment was very strongly correlated with organizational turnover. Thus, findings confirmed previous arguments that the emotional bonds of employees with organization are essential to their willingness to stay or leave the organization. Furthermore, the findings contributed to these arguments as they provided additional evidence of the joint effect of ethical climate and CSR on employees' perceptions. The findings showed that when both ethical climate and CSR were present, the impact of perceived external prestige on the relationship between CSR and organizational turnover intention was neutralized. That is, perceived external prestige was a predictor of affective commitment instead of organizational turnover intention, thus mediating (with affective commitment) the relationship between CSR and organizational turnover intention. This is very interesting as it further highlight the significance of affective commitment in explaining the socio-psychological pathway that connects both ethical climate and CSR with organizational turnover intention.

Complementary to the above findings, this study found that individuals' ethical judgments are related to their personal beliefs and moral ideology. For the Greek sample, the suggested moderating role of people's ethics position was supported as high levels of Idealism were found to affect both affective commitment and perceived external prestige. This is in line with arguments made in literature that the higher the idealism, the higher the importance of ethics and social responsibility is expected to be. Nevertheless, the most important results is that people's ethics position did not affect the relationship between ethical leadership and perceived respect. Again, this may imply the strength of the direct impact of attitudes and behaviors of ethical supervisors on employees' perceptions, independently of moral beliefs. Again, the LMX theoretical implications may provide an explanation. That is,

the interactive relationship between leader and member that may diminish their moral differences, thus influencing LMX agreement over time.

Finally, perceived job insecurity did not affect the relationship between employees' perceptions regarding organizational ethics, on the one hand, and job and organizational turnover intention, on the other hand. As mentioned, this may be explained by specific demographic characteristics of both samples, namely, type of employment and employment contract. Both permanent and full-time employment may imply lower levels of influence of perceived job insecurity on employees' perceptions regarding work related as well as organizational attitudes and behaviors. Otherwise, the findings may support arguments made in literature that it is the relationship between turnover intention and actual turnover that is affected by job insecurity (Hom, Mitchell, Lee, & Griffeth, 2012) rather than the relationship between members' perceptions and turnover intention.

In summary, the findings of the empirical research contribute to both the research topics of organizational ethics and turnover as they confirm previous research findings and literature arguments. In addition, they expand our knowledge and understanding regarding their relationship by pointing out additional issues of great interest for both research and practice in organizations.

## 2. Discussion

### 2.1 Theoretical Implications

This study makes numerous theoretical contributions to both research topics of turnover and ethics in organizations. Firstly, it underlines the importance of a virtue ethics approach for exploring the phenomenon of voluntary turnover. Given

that there is limited theoretical progress as well as few practical implications of the virtue ethics approach (Wright & Goodstein, 2007), this current study contributes to knowledge by adopting a virtue ethics approach and by taking into extensive consideration both ethical and unethical organizational intentions. Several researchers have argued that current research requires a stronger focus on ethical as well as unethical organizational behaviour, the so called "dark side" of organizational behaviour (Brown & Mitchell, 2010; Hoyt, Price, & Poatsy, 2013; Mayer et al., 2010; Ogunfowora, 2013).

This study makes also a number of contributions to the research topic of turnover. Based on existing arguments that underline the importance of the investigation of various factors that may affect turnover intention (Costigan, Insinga, Berman, Kranas, & Kureshov, 2011; Falkenburg & Schyns, 2007; Griffeth, Hom, & Gaertner, 2000), it examines distinct determinants with regard to ethics that affect employees' intention to stay versus intention to leave particular work related social groups. It also takes into account existing views that differentiate predictors that may influence employees' intention to stay from those that influence their intention to leave (Cho, Johanson, & Guchait, 2009; Harman, Lee, Mitchell, Felps, & Owens, 2007; Hom et al., 2012; Mitchel, Holtom, & Lee, 2001), and makes recommendations as to how to answer the two separate questions of *"what it is that people are in fact leaving"* and *"what people are choosing to stay with"* (Holtom, Mitchell, Lee, & Eberly, 2008: 264).

Furthermore, this study considers turnover as being a multi-dimensional rather than a single construct (Blau, 2000, 2007; Holtom et al., 2008). Based on previous research suggesting that focusing on multiple withdrawal constructs would increase the understanding of the turnover process (Blau, 2000, 2007; Holtom et al., 2008),

this study focuses on job and organizational turnover intention as well as organizational field turnover intention. In addition to the previously explored types of turnover intention, the current study introduces organizational field turnover intention which has not been investigated in previous research.

For the scope of this study, organizational ethics comprises aspects such as those of ethical leadership perceived within working groups, ethical organizational climate, and corporate social responsibility towards the broader society. Prior research has examined the influence of such predictors on turnover separately. However, there is still limited research into investigating how multiple predictors may jointly influence employees' attitudes and withdrawn behaviors via specific psychological paths. Therefore, the current study makes an additional contribution to this end.

Finally, this study lays out a series of psychological paths that explain the relationship between ethical aspects in organizations and turnover intention drawing on SIT and its theoretical implications. According to the literature, there is still need for empirically testing the social-psychological perceptions that explain people's various types of identifications within the workplace such as working group and organizational identification (Smith, Amiot, Callan, Terry, & Smith, 2012). From this point of view, this study makes an additional contribution to the research area of social identification in organizational contexts. In particular, it adopts a multi-foci and multi-dimension approach (Van Dick, 2004; Van Dick, Wagner, Stellmacher, & Christ, 2004a). That is, it concentrates on different foci of organizational identification, which derive either from a working group or a department, or the organization. It also considers the multiple dimensions of organizational

identification, namely, the cognitive, evaluative, affective, and the conative (behavioral) components of organizational identification.

Overall, theoretical assumptions as well as empirical findings of this study contribute to the literature by putting forward recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization.

## 2.2 Practical Implications

Voluntary turnover is considerable importance for organizations (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Smith et al., 2012; Van Dick et al., 2004b). Especially, in today's turbulent business world and considering the worldwide economic recession the retention of high-quality employees is a challenge for the management of any organization. This study contributes to the very important topic of voluntary turnover as it serves to put forward recommendations to managers regarding how they might cope successfully in reducing both job and organizational turnover intention.

Based on both theoretical assumptions and empirical evidence, the current study strongly suggests that organizations should pay attention to organizational ethical aspects as they are core predictors of employees' turnover intention. That is, leaders and managers, at all levels, need to represent, communicate, and demonstrate high ethical standards within and outside the organization. This suggests that they need to encourage and value the positive ethical attitudes and behavior, thus catering towards shaping a strong ethical climate within the organization and, ideally, an inherent social responsibility towards the society at large as this influence employee organizational identification and undesirable turnover intention. Affective

commitment as the affective component of organizational identification is enhanced by positive preferable working environment that promote employees well-being and dignity and ensure the satisfaction of people's need regarding a positive identification with work related groups.

Moreover, supervisors should concentrate on ethical conduct at the daily business life in order to improve employees' perceptions regarding supervision attitudes and behavior as well as organization's climate and social responsibility. Working group identification is a strong predictor of organizational identification and supervisors should seriously think about how to enhance members' working group identification. Members' perceptions regarding supervisors' attitudes and behavior with regard to treatment with respect and dignity are strong predictors of their willingness to stay or leave their current job, the employer organization, and their present organizational field.

In summary, organizations should explicitly show that they take care of their employees and the society at large (Trevino, Butterfield, & McCabe, 1998). Both theoretical assumptions and empirical evidence support that such organizations are what people are in fact choosing to stay with and prefer to identify with and work for. In contrast, people choose to leave organizations that they perceive as immoral and wrong in striving for positive identification with other valued ones. The research presented here, therefore, contributes to the argument that organizational ethics are not only a goal in themselves but are important contributors to organizational function and success.

## 3. Limitations and Future Research

This study provided theoretical and empirical evidence of the relationship between ethics in organizations and turnover intention. However, there is a number of limitations related to both the theoretical and empirical aspects of this research.

Regarding the theoretical approach of this study, identification was viewed as guiding positive attitudes and behaviors and being desirable for both employees and organizations (Kreiner & Ashforth, 2004). This study, did not take into consideration over-identification which is likely to be related to undesired working and organizational outcomes (Dukerhich, Kramer, & McLean Parks, 1998; Kreiner & Ashforth, 2004) as well as employees' well-being (Avanzi, van Dick, Fraccaroli, & Sarchielli, 2012). Although the research study paid attention to people's ethics position, the theoretical framework neglected the consideration of differences in individuals' moral ideology and personal beliefs which may influence their perceptions regarding the importance of ethics, thus affecting their turnover intention. Finally, the theoretical framework did not focus on occupational turnover intention. It mainly concentrated on job, organizational, and organizational field turnover intention.

In summary, future research would be valuable in examining conditions of over-identification in (un)ethical working environments and its implications on employees' attitudes and behaviors relating to their intention to stay in or leave their current job or the organization, and/or organizational field. Future research should also add to knowledge regarding business ethics and turnover if it considered individual moral ideologies and how they may contribute to perceptions regarding organizational ethics and turnover intention.

Regarding the empirical study, apart from the methodological limitations that are due to a same-source and cross-sectional design of the study, there are some additional constraints within the context of which results need to be interpreted. The research model put forward only ethical aspects within an organization, thus neglecting unethical organizational attitudes and behaviors. Therefore, additional future empirical research should provide evidence of the impact of unethical organizational aspects on turnover intention. For example, the propositions put forward here (Chapter 2) can inspire empirical research to investigate how unethical supervision, unethical climate and corporate social irresponsibility may jointly impact employees' intention to leave their job or employer organization. Such research can also examine how such predictors may affect the different types of turnover intention, namely, job and organizational turnover intention through different socio-psychological paths.

Moreover, future research should empirically test theoretical assumptions regarding the interaction of ethical and unethical organizational intentions experienced at the same time at various levels in a working environment. For instance, future research can expand knowledge by providing evidence of the effect resulting from the conflict between ethical supervision and unethical climate on job and organizational turnover intention. According to the theoretical assumptions of this study, such conflict will increase employee intention to leave the current organization, but future research needs to provide empirical evidence that support this proposition.

# 4. Conclusion

From a virtue ethics point of view and drawing on a social identity perspective, this study puts forward a theoretical framework as well a multivariable model that connect issues of business ethics and employee voluntary turnover. The theoretical framework provides an answer to the questions as to what kind of organizations will most likely be successful in retaining their employees. Therefore, it contributes to answering the questions as to why people choose to leave or why they prefer to stay in a job, an organization, or even an organizational field. This way, the theoretical framework of the current study contributes and expands the existing literature and also provides a fruitful basis for future research and practical implications.

Further contributing to the literature and research this study delineated and empirically tested a multi variable research model that linked the topics of turnover and organizational ethics. The research findings indicated the significance of organizational ethics, namely, ethical leadership, ethical climate, and CSR in enhancing workgroup and organizational identification, and reducing both job and organizational turnover intention. Consequently, the current study advances our knowledge regarding embedding ethics in organizations and can serve to formulate recommendations to management for the purpose of preventing and reducing employees' intention to leave their current job or organization. I will conclude with the statement of Caza, Barker, & Cameron (2004: 170) regarding a constantly changing business environment in which corporate scandals have resulted from the lack of a stable reference point: *"Such conditions illustrate why ethics is such an important issue. Ethical principles serve as fixed points. They indicate what is right and wrong, appropriate and inappropriate, by reference to universal standards."*

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# A P P E N D I X I

## Questionnaire: Pilot Study

## Information Letter

Dear Sir/Madam,

The following questionnaire is a critical part of my PhD research project at Durham University, UK. It investigates the key issue of *"employees' turnover"* and searches for organizational features and factors that influence employees' motivated behavior such as their intention to leave their current job. Your responses are important in enabling me to obtain as much information as possible for this issue and the positive outcomes of this study will strongly depend upon your participation.

However, your decision to participate is entirely voluntary. If you decide to participate, please, answer the questions with honesty and care, based on your own feelings and experience. The completion of the questionnaire should take less than 15 minutes. The information provided will be treated with strict confidentiality and anonymity. Furthermore, you will notice that the questionnaire does not include questions on personal data such as your name, your address or the name of the employing company/organization. I hope that you will find completing the questionnaire enjoyable.

For purposes of the study the ethics approval has been sought and received. If you have any questions or would like further information, please do not hesitate to contact me on *+44 (0) 07553695634* or email me at olga.moutousi@durham.ac.uk.

I thank you a lot for your participation.


Olga Moutousi

Durham

University

Business School

Mill Hill Lane

Durham, DH1 3LB, UK

Email: olga.moutousi@durham.ac.uk

# QUESTIONNAIRE

Please find below a short survey on ethical leadership and its impact on individuals' intentions to remain in the company/organization in which they are employed. Your participation in this survey will provide data needed for my PhD research. You will be able to complete it in approximately 15 minutes.

**Your participation is greatly appreciated!**

## Section A

Please, answer the questions by ticking the appropriate statement.

### A1. Gender

| Male | |
|------|---|
| Female | |

### A2. Age

| 25-35 | |
|-------|---|
| 36-45 | |
| 46-55 | |
| Over 55 | |

### A3. Academic Background

| Up to high school | |
|-------------------|---|
| High School | |
| Diploma | |
| Bachelor | |
| Master and above | |

### A4. Number of years in current company/organization

| 1 year or less | |
|----------------|---|
| 5 years or less | |
| 10 years or less | |
| More than 10 years | |
| More than 20 years | |

## Section B

Listed below is a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by checking one of the several alternatives on the side of each statement.

| | | Statement | Strongly Disagree | Disagree | I am not sure | Agree | Strongly Agree |
|---|---|---|---|---|---|---|---|
| PR8 | B1 | The benefit package we have is equitable. | | | | | |
| EL1 | B2 | My leader listens to what employees have to say. | | | | | |
| EL2 | B3 | My leader has the best interest of employees in mind. | | | | | |
| PR10 | B4 | I often feel that I do not know what is going on in the organization. | | | | | |
| EL7 | B5 | My leader disciplines employees who violate ethical standards. | | | | | |
| PR5 | B6 | I do not feel that the work I do is appreciated. | | | | | |
| IR3 | B7 | I will probably look for a new job next year. | | | | | |
| EL9 | B8 | My leader defines success not just by results but also the way that they are obtained. | | | | | |
| PR7 | B9 | My supervisor shows too little interest in the feelings of subordinates. | | | | | |
| EL6 | B10 | My leader sets an example of how to do things the right way in terms of ethics. | | | | | |
| PR9 | B11 | There are few rewards for those who work here. | | | | | |
| PR4 | B12 | My supervisor is unfair to me. | | | | | |
| EL3 | B13 | My leader makes fair and balanced decisions. | | | | | |
| EL10 | B14 | My leader when making decisions, asks, "What is the right thing to do?" | | | | | |
| PR6 | B15 | I feel unappreciated by the organization when I think about what they pay me. | | | | | |
| IR2 | B16 | I often think about quitting. | | | | | |
| EL4 | B17 | My leader can be trusted. | | | | | |
| PR1 | B18 | I feel I am being paid a fair amount for the work I do. | | | | | |
| PR3 | B19 | Those who do well on the job stand a fair chance of being promoted. | | | | | |
| EL5 | B20 | My leader discusses business ethics or values with employees. | | | | | |
| EL8 | B21 | My leader conducts his/her personal life in an ethical manner. | | | | | |
| PR11 | B22 | I don't feel my efforts are rewarded the way they should be. | | | | | |
| IR1 | B23 | It is likely that I will actively look for a new job next year. | | | | | |
| PR2 | B24 | When I do a good job, I receive the recognition I should receive | | | | | |

214

## Section C

Please indicate the degree of your agreement or disagreement with each of the following statements. Each statement represents a commonly held opinion and there is no right or wrong answers. We are interested in your reaction to such matters of opinion. For each statement, you may check only one of the several alternatives on the side of each statement.

| | | Statement | Strongly Disagree | Disagree | I am not sure | Agree | Strongly Agree |
|---|---|---|---|---|---|---|---|
| EP1 | C1 | People should make certain that their actions never intentionally harm another even to a small degree. | | | | | |
| EP2 | C2 | Risks to another should never be tolerated, irrespective of how small the risks might be. | | | | | |
| EP11 | C3 | There are no ethical principles that are so important that they should be a part of any code of ethics | | | | | |
| EP17 | C4 | Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes. | | | | | |
| EP5 | C5 | One should not perform an action which might in any way threaten the dignity and welfare of another individual. | | | | | |
| EP10 | C6 | Moral behaviors are actions that closely match ideals of the most "perfect" action. | | | | | |
| EP13 | C7 | Moral standards should be seen as being individualistic; what one person considers being moral may be judged to be immoral by another person. | | | | | |
| EP20 | C8 | Whether a lie is judged to be moral or immoral depends upon the circumstances surrounding the action. | | | | | |
| EP6 | C9 | If an action could harm an innocent other, then it should not be done. | | | | | |
| EP8 | C10 | The dignity and welfare of the people should be the most important concern in any society. | | | | | |
| EP15 | C11 | Questions of what is ethical for everyone can never be resolved since what is moral or immoral is up to the individual. | | | | | |
| EP19 | C12 | No rule concerning lying can be formulated; whether a lie is permissible or not permissible totally depends upon the situation. | | | | | |
| EP3 | C13 | The existence of potential harm to others is always wrong, irrespective of the benefits to be gained. | | | | | |
| EP14 | C14 | Different types of morality cannot be compared as to "rightness." | | | | | |
| EP9 | C15 | It is never necessary to sacrifice the welfare of others. | | | | | |
| EP18 | C16 | Rigidly codifying an ethical position that prevents certain types of actions could stand in the way of better human relations and adjustment. | | | | | |
| EP16 | C17 | Moral standards are simply personal rules that indicate how a person should behave, and are not to be applied in making judgments of others. | | | | | |
| EP12 | C18 | What is ethical varies from one situation and society to another. | | | | | |
| EP4 | C19 | One should never psychologically or physically harm another person. | | | | | |
| EP7 | C20 | Deciding whether or not to perform an act by balancing the positive consequences of the act against the negative consequences of the act is immoral. | | | | | |

# A P P E N D I X  II

## Questionnaire: English Version

## Information Letter

Dear Sir/Madam,

The following questionnaire is a critical part of my PhD research project at Durham University, UK. It investigates the key issue of *"employees' turnover"* and searches for organizational features and factors that influence employees' motivated behavior such as their intention to remain in their current job, the employing company/organization or their current occupation. Your responses are important in enabling me to obtain as much information as possible for this issue and the positive outcomes of this study will strongly depend upon your participation.

However, your decision to participate is entirely voluntary. If you decide to participate, please, answer the questions with honesty and care, based on your own feelings and experience. The completion of the questionnaire should take less than twenty minutes. The information provided will be treated with strict confidentiality and anonymity. Furthermore, you will notice that the questionnaire does not include questions on personal data such as your name, your address or the name of the employing company/organization. I hope that you will find completing the questionnaire enjoyable.

For purposes of the study the ethics approval has been sought and received. If you have any questions or would like further information, please do not hesitate to contact me on *+44 (0) 07553695634* or email me at olga.moutousi@durham.ac.uk.

I thank you a lot for your participation.


Olga Moutousi
Durham University
Business School
Mill Hill Lane
Durham, DH1 3LB, UK
Email: olga.moutousi@durham.ac.uk

# Q u e s t i o n n a i r e

## Section A
Please, check the appropriate statement in every case.

### A1. Gender

| Male | | Female | |
|---|---|---|---|

### A2. Age

| 25-35 | | 36-45 | | 46-55 | | Over 55 | |
|---|---|---|---|---|---|---|---|

### A3. Educational Background

| Up to High School | | High School | | Diploma | | Bachelor | | Master and above | |
|---|---|---|---|---|---|---|---|---|---|

### A4. Number of years in current company/organization

| 1 year or less | | 5 years or less | | 10 years or less | | More than 10 years | | More than 20 years | |
|---|---|---|---|---|---|---|---|---|---|

### A5. Position in current company/organization

| Clerk/worker | | Supervisor | | Middle Manager | | Senior Manager | | Other | |
|---|---|---|---|---|---|---|---|---|---|

### A6. Number of years supervised by the same supervisor/manager

| 1 year or less | | 5 years or less | | 10 years or less | | More than 10 years | | More than 20 years | |
|---|---|---|---|---|---|---|---|---|---|

### A7. Type of employment contract in current company/organization

| Permanent | | Fixed term | | Other type | |
|---|---|---|---|---|---|

### A8. Type of employment in current company/organization

| Full-time | | Part-time | | Other type | |
|---|---|---|---|---|---|

### A9. Industry sector of current company/organization

| Healthcare | | Education and Training | | Industry | | Services | | Other type | |
|---|---|---|---|---|---|---|---|---|---|

## Section B

The following statements represent possible feelings that individuals might have about the company/organization for which they work regarding ethical issues and Corporate Social Responsibility (CSR) activities regarding organizational activities with a broader ethical societal concern. With respect to your own feelings about the particular company/organization for which you are now working (employer), please check one of the alternatives on the side of each statement that best indicates the degree of your agreement or disagreement with each statement.

| | Statement | Strongly Disagree | Disagree | I am not sure | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| B1 | My employer is committed to using a portion of its profits to help nonprofits. | | | | | |
| B2 | My supervisor listens to what employees have to say. | | | | | |
| B3 | My supervisor has the best interest of employees in mind. | | | | | |
| B4 | My colleagues and I have ample opportunity to suggest activities regarding CSR. | | | | | |
| B5 | My supervisor disciplines employees who violate ethical standards. | | | | | |
| B6 | My employer has policies with regards to ethical behaviour. | | | | | |
| B7 | My employer gives profits back to the communities where it does business. | | | | | |
| B8 | My supervisor defines success not just by results but also the way that they are obtained. | | | | | |
| B9 | My employer has let it be known in no uncertain terms that unethical behaviours will not be tolerated. | | | | | |
| B10 | My supervisor sets an example of how to do things the right way (in terms of ethics). | | | | | |
| B11 | My employer has a formal, written code of ethics. | | | | | |
| B12 | If a member of staff is discovered to have engaged in unethical behaviour that results in primarily corporate gain (rather than personal gain), he/she will be promptly reprimanded. | | | | | |
| B13 | My supervisor makes fair and balanced decisions. | | | | | |
| B14 | My supervisor when making decisions, asks, "What is the right thing to do (in terms of ethics)?" | | | | | |
| B15 | My colleagues and I work together as a team on CSR activities. | | | | | |
| B16 | My employer integrates charitable contributions into its business activities. | | | | | |
| B17 | My supervisor can be trusted. | | | | | |
| B18 | If a member of staff is discovered to have engaged in unethical behaviour that results in primarily personal gain (rather than corporate gain), he/she will be promptly reprimanded. | | | | | |
| B19 | My employer strictly enforces a code of ethics. | | | | | |
| B20 | My supervisor discusses business ethics or values with employees. | | | | | |
| B21 | My supervisor conducts his/her personal life in an ethical manner. | | | | | |
| B22 | My employer strictly enforces policies regarding ethical behaviour. | | | | | |

## Section C

Listed below is a series of statements that represent possible feelings that individuals might have about the company/organization for which they work regarding perceived respect, commitment, external prestige and their turnover intention. With respect to your own feelings about the particular company/organization for which you are now working (employer), please check one of the alternatives on the side of each statement that best indicates the degree of your agreement or disagreement with each statement.

| | Statement | Strongly Disagree | Disagree | I am not sure | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| C1 | The benefit package we have is equitable. | | | | | |
| C2 | It wouldn't be too costly for me to leave this employer now. | | | | | |
| C3 | People in my community think highly of my employer. | | | | | |
| C4 | I often think about quitting my current job in this employer. | | | | | |
| C5 | I often think about leaving this employer. | | | | | |
| C6 | I often think about leaving this occupation. | | | | | |
| C7 | Right now, staying with this employer is a matter of necessity as much as desire. | | | | | |
| C8 | I often feel that I do not know what is going on in my employer. | | | | | |
| C9 | I am certain I will not be forced to take early retirement. | | | | | |
| C10 | I am actively searching for an alternative to my current job in this employer. | | | | | |
| C11 | I am actively searching for an alternative to this employer. | | | | | |
| C12 | I am actively searching for an alternative to my occupation. | | | | | |
| C13 | It would be very hard for me to leave this employer right now, even if I wanted to. | | | | | |
| C14 | I do not feel that the work I do is appreciated. | | | | | |
| C15 | I am not afraid of what might happen if I quit my employer without having another one lined up. | | | | | |
| C16 | My employer is considered as one of the best in the society. | | | | | |
| C17 | My supervisor shows too little interest in the feelings of subordinates. | | | | | |
| C18 | I do not feel 'emotionally attached' to my employer. | | | | | |
| C19 | There are few rewards for those who work here. | | | | | |
| C20 | Too much in my life would be disrupted if I decided I wanted to leave this employer now. | | | | | |
| C21 | I really feel as if my employer's problems are my own. | | | | | |
| C22 | I feel that I have too few options to consider leaving this employer. | | | | | |
| C23 | Those who do well on the job stand a fair chance of being promoted. | | | | | |
| C24 | I am certain I will not ever be laid off. | | | | | |
| C25 | When I do a good job, I receive the recognition I should receive. | | | | | |
| C26 | One of the few serious consequences of leaving this employer would be the scarcity of available alternatives. | | | | | |

| | | | | | | |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| C27 | I enjoy discussing my employer with people outside it. | | | | | |
| C28 | I feel unappreciated by my employer when I think about what they pay me. | | | | | |
| C29 | I do not feel like 'part of the family' at this employer. | | | | | |
| C30 | I do not feel a "strong sense" of belonging to this employer. | | | | | |
| C31 | As soon as it is possible, I will quit my current job in this employer. | | | | | |
| C32 | As soon as it is possible, I will leave this employer. | | | | | |
| C33 | As soon as it is possible, I will leave this occupation. | | | | | |
| C34 | My supervisor is unfair to me. | | | | | |
| C35 | One of the major reasons I continue to work for this employer is that leaving would require considerable personal sacrifice - another employer may not match the overall benefits I have here. | | | | | |
| C36 | It is considered prestigious in the community to be a member of this employer. | | | | | |
| C37 | My employer has a great deal of personal meaning for me. | | | | | |
| C38 | I feel I am being paid a fair amount for the work I do. | | | | | |
| C39 | I am certain I will not be laid off in the next six months. | | | | | |
| C40 | I think that I could easily become as attached to another employer as I am to this one. | | | | | |
| C41 | I don't feel my efforts are rewarded the way they should be. | | | | | |
| C42 | I would very happy to spend the rest of my career with this employer. | | | | | |

## Section D

Please indicate the degree of your agreement or disagreement with each of the following statements. Each statement represents a commonly held opinion and there is no right or wrong answers. We are interested in your reaction to such matters of opinion. For each statement, you may check only one of the several alternatives on the side of each statement as follows:

| Strongly Disagree | Disagree | Moderately Disagree | Mildly Disagree | Undecided | Mildly Agree | Moderately Agree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|---|---|
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) |

| | Statement | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) |
|---|---|---|---|---|---|---|---|---|---|---|
| D1 | People should make certain that their actions never intentionally harm another even to a small degree. | | | | | | | | | |
| D2 | Risks to another should never be tolerated, irrespective of how small the risks might be. | | | | | | | | | |
| D3 | There are no ethical principles that are so important that they should be a part of any code of ethics. | | | | | | | | | |
| D4 | Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes. | | | | | | | | | |
| D5 | One should not perform an action which might in any way threaten the dignity and welfare of another individual. | | | | | | | | | |
| D6 | Moral behaviours are actions that closely match ideals of the most "perfect" action. | | | | | | | | | |
| D7 | Moral standards should be seen as being individualistic; what one person considers being moral may be judged to be immoral by another person. | | | | | | | | | |
| D8 | Whether a lie is judged to be moral or immoral depends upon the circumstances surrounding the action. | | | | | | | | | |
| D9 | If an action could harm an innocent other, then it should not be done. | | | | | | | | | |
| D10 | The dignity and welfare of the people should be the most important concern in any society. | | | | | | | | | |
| D11 | Questions of what is ethical for everyone can never be resolved since what is moral or immoral is up to the individual. | | | | | | | | | |
| D12 | No rule concerning lying can be formulated; whether a lie is permissible or not permissible totally depends upon the situation. | | | | | | | | | |
| D13 | The existence of potential harm to others is always wrong, irrespective of the benefits to be gained. | | | | | | | | | |
| D14 | Different types of morality cannot be compared as to "rightness." | | | | | | | | | |
| D15 | It is never necessary to sacrifice the welfare of others. | | | | | | | | | |
| D16 | Rigidly codifying an ethical position that prevents certain types of actions could stand in the way of better human relations and adjustment. | | | | | | | | | |
| D17 | Moral standards are simply personal rules that indicate how a person should behave, and are not to be applied in making judgments of others. | | | | | | | | | |
| D18 | What is ethical varies from one situation and society to another. | | | | | | | | | |
| D19 | One should never psychologically or physically harm another person. | | | | | | | | | |
| D20 | Deciding whether or not to perform an act by balancing the positive consequences of the act against the negative consequences of the act is immoral. | | | | | | | | | |

# A P P E N D I X III
### Questionnaire: Greek Version
### Ενημερωτική επιστολή

Αγαπητή Κυρία/Κύριε,

Το παρακάτω ερωτηματολόγιο είναι μέρος της διδακτορικής έρευνάς μου στο Πανεπιστήμιο Durham, Μεγάλη Βρετανία. Το παρόν διερευνά το σημαντικό θέμα της κινητικότητας των εργαζόμενων και αναζητά χαρακτηριστικά και παράγοντες των οργανισμών που επηρεάζουν την υποκινούμενη συμπεριφορά των εργαζόμενων, όπως είναι η πρόθεσή τους να παραμείνουν στην τρέχουσα θέση τους, την επιχείρηση που απασχολούνται ή το τρέχοντα επαγγελματικό τους χώρο. Οι απαντήσεις σας είναι σημαντικές καθώς μου παρέχουν τη δυνατότητα να συγκεντρώσω όσο το δυνατόν περισσότερες πληροφορίες σχετικές με αυτό το ζήτημα και τα θετικά αποτελέσματα αυτής της έρευνας θα εξαρτώνται σε μεγάλο βαθμό από την συμμετοχή σας.

Ωστόσο, η απόφασή σας να συμμετέχετε σε αυτή την έρευνα είναι εξ ολοκλήρου εθελοντική. Εάν αποφασίσετε να λάβετε μέρος, παρακαλώ πολύ, απαντήστε στις ερωτήσεις με εντιμότητα και προσοχή, βασισμένοι στα συναισθήματά σας και την εμπειρία σας. Η συμπλήρωση του ερωτηματολογίου θα διαρκέσει λιγότερο από 20 λεπτά. Οι πληροφορίες που θα παρέχετε θα αντιμετωπιστούν ως απολύτως εμπιστευτικές και ανώνυμες. Επιπλέον, θα παρατηρήσετε ότι στο ερωτηματολόγιο δεν συμπεριλαμβάνονται ερωτήσεις προσωπικών δεδομένων, όπως είναι το όνομά σας, η διεύθυνσή σας ή το όνομα της επιχείρησης που εργάζεστε. Για το σκοπό της έρευνας έχει ζητηθεί και εγκριθεί ο σχετικός κώδικας ηθικής δεοντολογίας.

Ελπίζω ότι θα σας είναι ευχάριστο να συμπληρώσετε το ερωτηματολόγιο. Εάν επιθυμείτε να διατυπώσετε οποιαδήποτε ερώτηση ή χρειάζεστε επιπλέον πληροφορίες, παρακαλώ πολύ, μην διστάσετε να επικοινωνήσετε μαζί μου στο τηλέφωνο ***+44 (0) 07553695634*** .ή με email στη διεύθυνση olga.moutousi@durham.ac.uk.

Σας ευχαριστώ πολύ για τη συμμετοχή σας.
Όλγα Μουτούση

Durham University

Business School

Mill Hill Lane

Durham, DH1 3LB, UK

Email: olga.moutousi@durham.ac.uk

# Ερωτηματολόγιο

## Ενότητα Α

Παρακαλώ πολύ, επιλέξτε με ένα √ την κατάλληλη δήλωση σε κάθε περίπτωση.

**Α1. Γένος**

| Άνδρας | | Γυναίκα | |
|---|---|---|---|

**Α2. Ηλικία**

| 25-35 | | 36-45 | | 46-55 | | Πάνω από 55 | |
|---|---|---|---|---|---|---|---|

**Α3. Μορφωτικό Επίπεδο**

| Απολυτήριο Δημοτικού ή Γυμνασίου | | Απολυτήριο Λυκείου | | Πιστοποιητικό Μεταλυκειακής Εκπαίδευσης | | Πτυχίο Τριτοβάθμιας Εκπαίδευσης | | Μεταπτυχιακός ή Διδακτορικός Τίτλος | |
|---|---|---|---|---|---|---|---|---|---|

**Α4. Χρόνια απασχόλησης στην επιχείρηση**

| 1 χρόνο ή και λιγότερο | | 5 χρόνια ή και λιγότερο | | 10 χρόνια ή και λιγότερο | | Περισσότερο από 10 χρόνια | | Περισσότερο από 20 χρόνια | |
|---|---|---|---|---|---|---|---|---|---|

**Α5. Θέση απασχόλησης στην επιχείρηση**

| Εργάτης/ Υπάλληλος | | Επόπτης | | Προϊστάμενος οργανικής μονάδας | | Διευθυντής/ Ανώτερο Στέλεχος | | Άλλο | |
|---|---|---|---|---|---|---|---|---|---|

**Α6. Χρόνια επίβλεψης από τον ίδιο επόπτη/προϊστάμενο**

| 1 χρόνο ή και λιγότερο | | 5 χρόνια ή και λιγότερο | | 10 χρόνια ή και λιγότερο | | Περισσότερο από 10 χρόνια | | Περισσότερο από 20 χρόνια | |
|---|---|---|---|---|---|---|---|---|---|

**Α7. Τύπος συμβολαίου απασχόλησης στην επιχείρηση**

| Μόνιμο | | Περιορισμένης διάρκειας | | Άλλου τύπου | |
|---|---|---|---|---|---|

**Α8. Τύπος απασχόλησης στην επιχείρηση**

| Ολικής απασχόλησης | | Μερικής απασχόλησης | | Άλλου τύπου | |
|---|---|---|---|---|---|

**Α9. Τομέας που ανήκει η επιχείρηση**

| Υγείας και Πρόνοιας | | Εκπαίδευσης και Επιμόρφωσης | | Βιομηχανίας | | Παροχής Υπηρεσιών | | Άλλου τύπου | |
|---|---|---|---|---|---|---|---|---|---|

## Ενότητα Β

Οι ακόλουθες δηλώσεις απεικονίζουν πιθανά συναισθήματα τα οποία οι εργαζόμενοι, σε ατομικό επίπεδο, μπορεί να νοιώθουν για την επιχείρηση που εργάζονται και αφορούν ηθικά ζητήματα καθώς και δραστηριότητες κοινωνικής ευθύνης της επιχείρησης. Λαμβάνοντας υπόψη τα ατομικά σας συναισθήματα για την συγκεκριμένη επιχείρηση που εργάζεστε, παρακαλώ πολύ, επιλέξτε με ένα √ μια μόνον κάθε φορά από τις επιμέρους εναλλακτικές που προσφέρονται για κάθε δήλωση.

| | Δήλωση | Διαφωνώ απόλυτα | Διαφωνώ | Δεν είμαι σίγουρος/η | Συμφωνώ | Συμφωνώ απόλυτα |
|---|---|---|---|---|---|---|
| B1 | Η επιχείρηση δεσμεύεται να χρησιμοποιεί ένα μέρος των κερδών της στην ενίσχυση μη κερδοσκοπικών οργανισμών. | | | | | |
| B2 | Ο επόπτης μου ακούει ό,τι έχουν να πουν οι εργαζόμενοι. | | | | | |
| B3 | Ο επόπτης μου έχει το μέγιστο όφελος των εργαζομένων στο μυαλό του. | | | | | |
| B4 | Οι συνάδελφοί μου και εγώ έχουμε πολλές ευκαιρίες να προτείνουμε δραστηριότητες περί της κοινωνικής ευθύνης της επιχείρησης. | | | | | |
| B5 | Ο επόπτης μου τιμωρεί τους εργαζόμενους που παραβιάζουν ηθικά πρότυπα. | | | | | |
| B6 | Η επιχείρηση έχει πολιτικές σχετικά με την ηθική συμπεριφορά. | | | | | |
| B7 | Η επιχείρηση αποδίδει μέρος των κερδών της στις κοινωνικές ομάδες με τις οποίες έχει επιχειρησιακές δραστηριότητες. | | | | | |
| B8 | Ο επόπτης μου ορίζει την επιτυχία όχι μόνο σε σχέση με τα αποτελέσματα αλλά επίσης σε σχέση με τον τρόπο που έχουν επιτευχθεί. | | | | | |
| B9 | Η επιχείρηση έχει καταστήσει γνωστό με συγκεκριμένους όρους ότι ανήθικες συμπεριφορές δεν θα είναι ανεκτές. | | | | | |
| B10 | Ο επόπτης μου αποτελεί παράδειγμα του πώς να κάνουμε σωστά πράγματα στο πλαίσιο της ηθικής δεοντολογίας. | | | | | |
| B11 | Η επιχείρηση έχει επίσημο, γραπτό κώδικα ηθικής δεοντολογίας. | | | | | |
| B12 | Εάν ένα μέλος του προσωπικού στην επιχείρηση αποκαλυφθεί ότι έχει επιδείξει ανήθικη συμπεριφορά που έχει ως αποτέλεσμα πρωταρχικά επιχειρησιακό όφελος (παρά προσωπικό όφελος), αμέσως θα επιπλήττεται. | | | | | |
| B13 | Ο επόπτης μου παίρνει δίκαιες και ισορροπημένες αποφάσεις. | | | | | |
| B14 | Ο επόπτης μου όταν παίρνει αποφάσεις ρωτάει «Τι είναι σωστό να γίνει (στο πλαίσιο της ηθικής δεοντολογίας);» | | | | | |
| B15 | Οι συνάδελφοί μου και εγώ συνεργαζόμαστε σαν μια ομάδα για δραστηριότητες κοινωνικής ευθύνης της επιχείρησης. | | | | | |
| B16 | Η επιχείρηση εντάσσει φιλανθρωπικές συνεισφορές στις επιχειρηματικές της δραστηριότητες. | | | | | |
| B17 | Ο επόπτης μου είναι άξιος εμπιστοσύνης. | | | | | |
| B18 | Εάν ένα μέλος του προσωπικού στην επιχείρηση αποκαλυφθεί ότι έχει επιδείξει ανήθικη συμπεριφορά που έχει ως αποτέλεσμα πρωταρχικά προσωπικό όφελος (παρά επιχειρησιακό όφελος), αμέσως θα επιπλήττεται. | | | | | |
| B19 | Η επιχείρηση επιβάλλει αυστηρά κώδικα ηθικής δεοντολογίας. | | | | | |
| B20 | Ο επόπτης μου συζητάει ζητήματα επιχειρησιακής ηθικής δεοντολογίας ή ηθικές αξίες με τους εργαζόμενους. | | | | | |
| B21 | Ο επόπτης μου άγει την προσωπική του ζωή με ήθος. | | | | | |
| B22 | Η επιχείρηση επιβάλλει αυστηρά πολιτικές σχετικά με την ηθική συμπεριφορά. | | | | | |

## Ενότητα Γ

Οι ακόλουθες δηλώσεις απεικονίζουν πιθανά συναισθήματα τα οποία οι εργαζόμενοι, σε ατομικό επίπεδο, μπορεί να νοιώθουν για την επιχείρηση που εργάζονται. Λαμβάνοντας υπόψη τα ατομικά σας συναισθήματα για την συγκεκριμένη επιχείρηση που εργάζεστε, παρακαλώ πολύ, επιλέξτε με ένα √ μια μόνον κάθε φορά από τις επιμέρους εναλλακτικές που προσφέρονται για κάθε δήλωση.

| | Δήλωση | Διαφωνώ απόλυτα | Διαφωνώ | Δεν είμαι σίγουρος/η | Συμφωνώ | Συμφωνώ απόλυτα |
|---|---|---|---|---|---|---|
| Γ1 | Το πακέτο προνομίων που έχουμε είναι δίκαιο. | | | | | |
| Γ2 | Δεν θα μου κόστιζε πάρα πολύ να φύγω από αυτή την επιχείρηση τώρα. | | | | | |
| Γ3 | Οι άνθρωποι στο περιβάλλον μου εκτιμούν την επιχείρηση που εργάζομαι. | | | | | |
| Γ4 | Σκέφτομαι συχνά να παραιτηθώ από την τρέχουσα θέση μου στην επιχείρηση. | | | | | |
| Γ5 | Σκέφτομαι συχνά να φύγω από αυτή την επιχείρηση. | | | | | |
| Γ6 | Σκέφτομαι συχνά να αφήσω αυτό το επάγγελμα. | | | | | |
| Γ7 | Προς το παρόν, το να παραμείνω σε αυτή την επιχείρηση είναι ζήτημα τόσο αναγκαιότητας όσο και επιθυμίας. | | | | | |
| Γ8 | Συχνά νοιώθω ότι δεν γνωρίζω τι συμβαίνει στην επιχείρηση. | | | | | |
| Γ9 | Είμαι σίγουρος/η ότι δεν θα εξωθηθώ σε πρόωρη συνταξιοδότηση. | | | | | |
| Γ10 | Αναζητώ ενεργά μια εναλλακτική θέση στην επιχείρηση. | | | | | |
| Γ11 | Αναζητώ ενεργά μια εναλλακτική επιχείρηση να εργαστώ. | | | | | |
| Γ12 | Αναζητώ ενεργά μια εναλλακτική επιλογή για το επάγγελμά μου. | | | | | |
| Γ13 | Θα ήταν πολύ δύσκολο για μένα να αφήσω αυτήν την επιχείρηση τώρα, ακόμα και αν το ήθελα. | | | | | |
| Γ14 | Δεν αισθάνομαι ότι η δουλειά που κάνω εκτιμάται. | | | | | |
| Γ15 | Δεν με φοβίζει αυτό που μπορεί να συμβεί εάν παραιτηθώ από την επιχείρηση δίχως να έχω βρει μία άλλη. | | | | | |
| Γ16 | Η επιχείρηση που εργάζομαι θεωρείται ως μια από τις καλύτερες στην κοινωνία. | | | | | |
| Γ17 | Ο επόπτης μου δείχνει ελάχιστο ενδιαφέρον για τα συναισθήματα των υφισταμένων του. | | | | | |
| Γ18 | Δεν αισθάνομαι «συναισθηματικά συνδεμένος» με την επιχείρηση. | | | | | |
| Γ19 | Οι επιβραβεύσεις για τους εργαζόμενους στην επιχείρηση είναι λίγες. | | | | | |
| Γ20 | Πάρα πολλά πράγματα στη ζωή μου θα αναστατώνονταν εάν αποφάσιζα ότι ήθελα να αφήσω αυτή την επιχείρηση τώρα. | | | | | |
| Γ21 | Πραγματικά αισθάνομαι ότι τα προβλήματα της επιχείρησης είναι και δικά μου. | | | | | |
| Γ22 | Αισθάνομαι ότι έχω πολύ περιορισμένες επιλογές να εξετάσω αφήνοντας αυτή την επιχείρηση. | | | | | |
| Γ23 | Όσοι κάνουν καλά τη δουλειά τους έχουν την ίδια πιθανότητα να προαχθούν. | | | | | |
| Γ24 | Είμαι σίγουρος/η ότι δεν θα απολυθώ ποτέ. | | | | | |
| Γ25 | Όταν κάνω τη δουλειά μου καλά, έχω την αναγνώριση που θα έπρεπε. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Γ26 | Μία από τις λίγες σοβαρές συνέπειες της αποχώρησης μου από αυτή την επιχείρηση θα ήταν η έλλειψη διαθέσιμων εναλλακτικών επιλογών. | | | | | |
| Γ27 | Χαίρομαι να συζητώ για την επιχείρηση με ανθρώπους εκτός αυτής. | | | | | |
| Γ28 | Νοιώθω ότι δεν με εκτιμούν στην επιχείρηση όταν σκέπτομαι τι με πληρώνουν. | | | | | |
| Γ29 | Δεν αισθάνομαι σαν «μέλος της οικογένειας» στην επιχείρηση. | | | | | |
| Γ30 | Δεν αισθάνομαι έντονα ότι ανήκω στην επιχείρηση. | | | | | |
| Γ31 | Το δυνατόν συντομότερο, θα παραιτηθώ από την τρέχουσα θέση μου στην επιχείρηση | | | | | |
| Γ32 | Το δυνατόν συντομότερο, θα φύγω από αυτή την επιχείρηση. | | | | | |
| Γ33 | Το δυνατόν συντομότερο, θα αφήσω αυτό το επάγγελμα. | | | | | |
| Γ34 | Ο επόπτης μου είναι άδικος μαζί μου. | | | | | |
| Γ35 | Ένας από τους σημαντικότερους λόγους για να συνεχίσω να εργάζομαι σε αυτή την επιχείρηση είναι το ότι η αποχώρησή μου θα απαιτούσε σημαντικές προσωπικές θυσίες - ένας άλλος εργοδότης ίσως να μην κάλυπτε όλα τα οφέλη που έχω εδώ. | | | | | |
| Γ36 | Στο περιβάλλον μου έχεις κύρος όταν είσαι μέλος της επιχείρησης που εργάζομαι. | | | | | |
| Γ37 | Αυτή η επιχείρηση έχει πολύ μεγάλη σημασία για μένα προσωπικά. | | | | | |
| Γ38 | Νοιώθω ότι πληρώνομαι δίκαια για την δουλειά που κάνω. | | | | | |
| Γ39 | Είμαι σίγουρος/η ότι δεν θα απολυθώ μέσα στους επόμενους έξι μήνες. | | | | | |
| Γ40 | Νομίζω ότι θα μπορούσα εύκολα να ενσωματωθώ σε μια άλλη επιχείρηση όπως στην παρούσα. | | | | | |
| Γ41 | Δεν νοιώθω ότι οι προσπάθειές μου ανταμείβονται με τον τρόπο που θα έπρεπε. | | | | | |
| Γ42 | Θα ήμουν πολύ χαρούμενος/η να αφιερώσω το υπόλοιπο της καριέρας μου σε αυτήν την επιχείρηση. | | | | | |

## Ενότητα Δ

Παρακαλώ πολύ, δηλώστε το βαθμό συμφωνίας ή διαφωνίας σας με κάθε μια από τις παρακάτω δηλώσεις. Κάθε δήλωση αντιπροσωπεύει μια γνώμη γενικά και δεν υπάρχει σωστή ή λάθος απάντηση. Μας ενδιαφέρει η στάση σας σε τέτοια ζητήματα άποψης. Για κάθε δήλωση, μπορείτε να επιλέξετε με ένα √ μια μόνον κάθε φορά από τις επιμέρους εναλλακτικές που προσφέρονται για κάθε δήλωση.

| | Δήλωση | Διαφωνώ απόλυτα | Διαφωνώ | Δεν είμαι σίγουρος/η | Συμφωνώ | Συμφωνώ απόλυτα |
|---|---|---|---|---|---|---|
| Δ1 | Οι άνθρωποι θα πρέπει να είναι σίγουροι ότι οι πράξεις τους δεν βλάπτουν σκόπιμα κάποιον άλλον ούτε καν σε μικρό βαθμό. | | | | | |
| Δ2 | Το να θέτεις σε κίνδυνο κάποιον άλλον δεν θα έπρεπε ποτέ να παραβλέπεται, ανεξάρτητα του πόσο μικρός μπορεί να είναι ο κίνδυνος. | | | | | |
| Δ3 | Δεν υπάρχουν ηθικές αρχές που να είναι τόσο σημαντικές ώστε να πρέπει να συμπεριλαμβάνονται σε κάθε κώδικα ηθικής δεοντολογίας. | | | | | |
| Δ4 | Οι ιδέες περί ηθικής στις διαπροσωπικές σχέσεις είναι τόσο σύνθετες που ο κάθε άνθρωπος θα έπρεπε να επιτρέπεται να σχηματίζει τους δικούς του προσωπικούς κώδικες. | | | | | |
| Δ5 | Δεν πρέπει κανείς να κάνει μια πράξη που μπορεί με οποιοδήποτε τρόπο να απειλήσει την αξιοπρέπεια και ευτυχία ενός άλλου ανθρώπου. | | | | | |
| Δ6 | Οι ηθικές συμπεριφορές είναι πράξεις που ταιριάζουν πολύ με τα ιδανικά της πιο «τέλειας» πράξης. | | | | | |
| Δ7 | Τα ηθικά πρότυπα πρέπει να θεωρούνται ως μοναδικά. Ότι κάποιος θεωρεί ότι είναι ηθικό μπορεί να κρίνεται ως ανήθικο από κάποιον άλλον. | | | | | |
| Δ8 | Το εάν ένα ψέμα κρίνεται ως ηθικό ή ανήθικο εξαρτάται από τις συνθήκες που πλαισιώνουν την πράξη. | | | | | |
| Δ9 | Εάν μια πράξη μπορούσε να βλάψει κάποιον άλλον αθώο, τότε δεν θα έπρεπε να γίνει. | | | | | |
| Δ10 | Η αξιοπρέπεια και η ευτυχία των ανθρώπων πρέπει να είναι η σημαντικότερη μέριμνα σε κάθε κοινωνία. | | | | | |
| Δ11 | Ερωτήσεις σχετικά με το τι είναι ηθικό για τον καθένα δεν μπορούν ποτέ να απαντηθούν αφού το τι είναι ηθικό ή ανήθικο εξαρτάται από τον κάθε άνθρωπο. | | | | | |
| Δ12 | Δεν μπορεί να διαμορφωθεί κανένας κανόνας σχετικά με το ψέμα. Εάν ένα ψέμα είναι επιτρεπτό ή όχι εξαρτάται απόλυτα από την περίπτωση. | | | | | |
| Δ13 | Η ύπαρξη πιθανότητας πρόκλησης βλάβης στους άλλους είναι πάντοτε λάθος, ανεξάρτητα από τα οφέλη που θα αποκομισθούν. | | | | | |
| Δ14 | Οι διαφορετικοί τύποι ηθικής δεν μπορούν να συγκριθούν με την «ορθότητα». | | | | | |
| Δ15 | Δεν είναι ποτέ απαραίτητο να θυσιάζουμε την ευτυχία των άλλων. | | | | | |
| Δ16 | Η αυστηρή κωδικοποίηση μιας ηθικής θέσης που εμποδίζει συγκεκριμένους τύπους πράξεων, θα μπορούσε να είναι υπέρ μιας κατεύθυνσης προς καλύτερες ανθρώπινες σχέσεις και διευθετήσεις. | | | | | |
| Δ17 | Τα ηθικά πρότυπα είναι απλώς προσωπικοί κανόνες που υποδεικνύουν πώς κάποιος πρέπει να συμπεριφέρεται, και δεν πρέπει να εφαρμόζονται για να κρίνουμε τους άλλους. | | | | | |
| Δ18 | Τι είναι ηθικό διαφέρει από την μια κατάσταση και κοινωνία σε μια άλλη. | | | | | |
| Δ19 | Δεν πρέπει κανείς να βλάπτει ψυχολογικά ή σωματικά κάποιον άλλον. | | | | | |
| Δ20 | Η απόφαση για να κάνουμε ή όχι μια πράξη, όταν στηρίζεται στην ισορροπία των θετικών και αρνητικών συνεπειών της πράξης, είναι ανήθικη. | | | | | |

# A P P E N D I X  IV

# Study 1 (Pilot Study) Normality Tests

### 1. Ethical Leadership (EL)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Ethical Leadership | 43 | 87.8% | 6 | 12.2% | 49 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Ethical Leadership | .119 | 43 | .140 | .978 | 43 | .573 |

a. Lilliefors Significance Correction
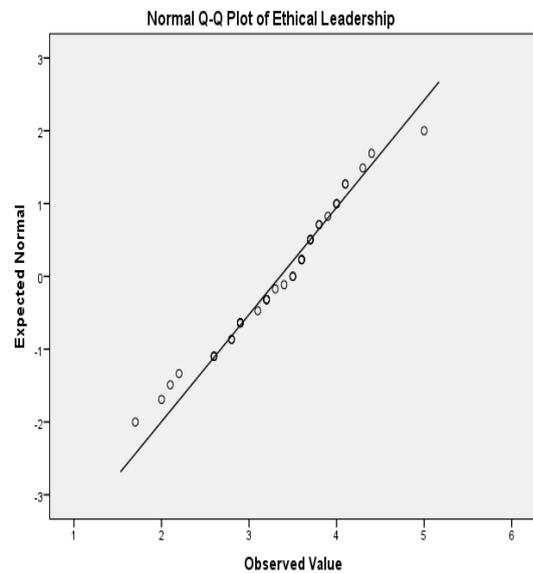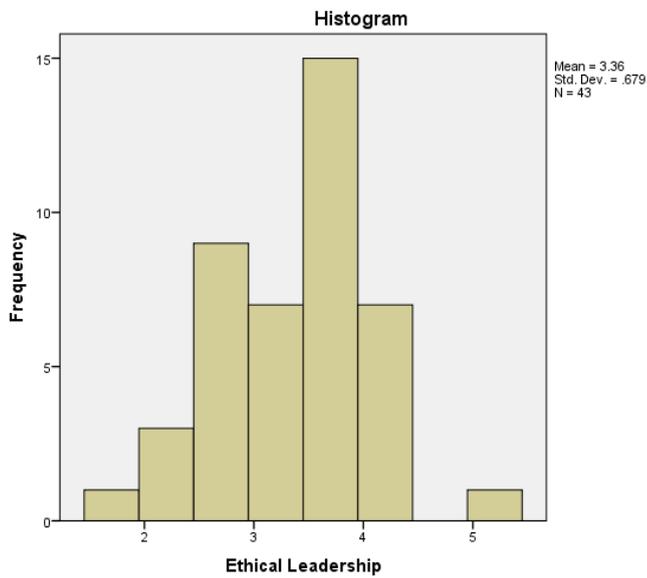
## 2. **Perceived Respect (PR)**

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PR | 45 | 91.8% | 4 | 8.2% | 49 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PR | .126 | 45 | .069 | .959 | 45 | .110 |

a. Lilliefors Significance Correction



Histogram

Mean = 3.32
Std. Dev. = .67
N = 45



Normal Q-Q Plot of PR
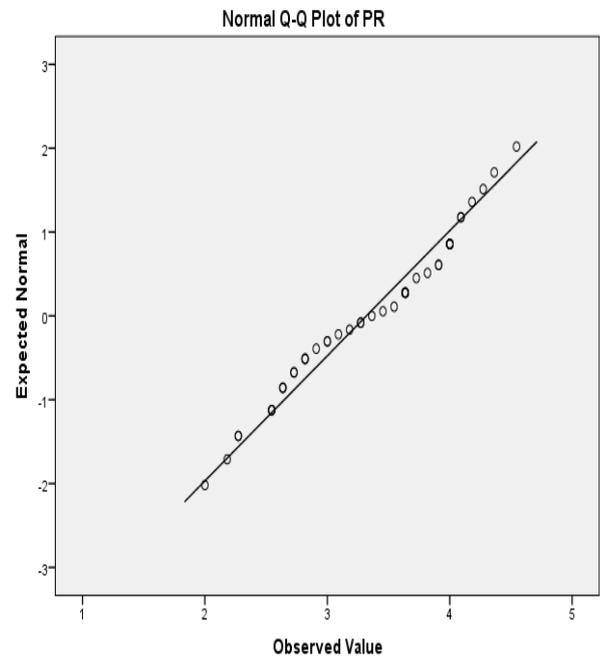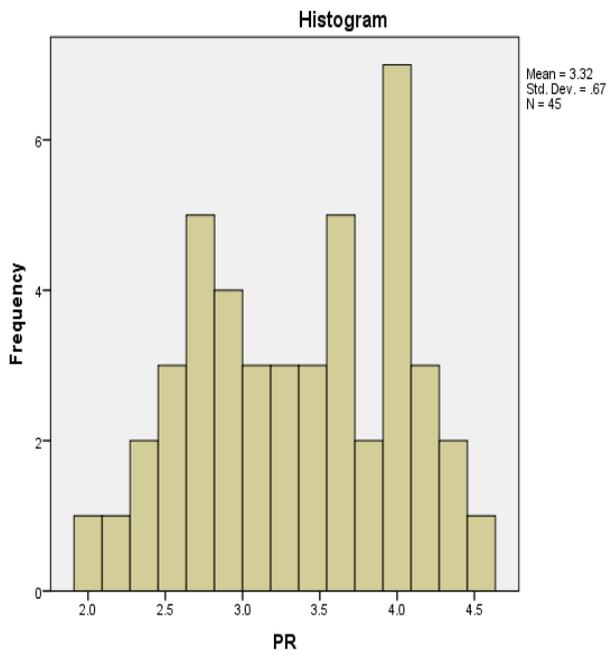
## 3. <u>Organizational Turnover Intention (ORTI)</u>

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| ORTI | 48 | 98.0% | 1 | 2.0% | 49 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| ORTI | .105 | 48 | .200[*] | .950 | 48 | .041 |

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction



Histogram

Mean = 2.87
Std. Dev. = 1.168
N = 48



Normal Q-Q Plot of ORTI
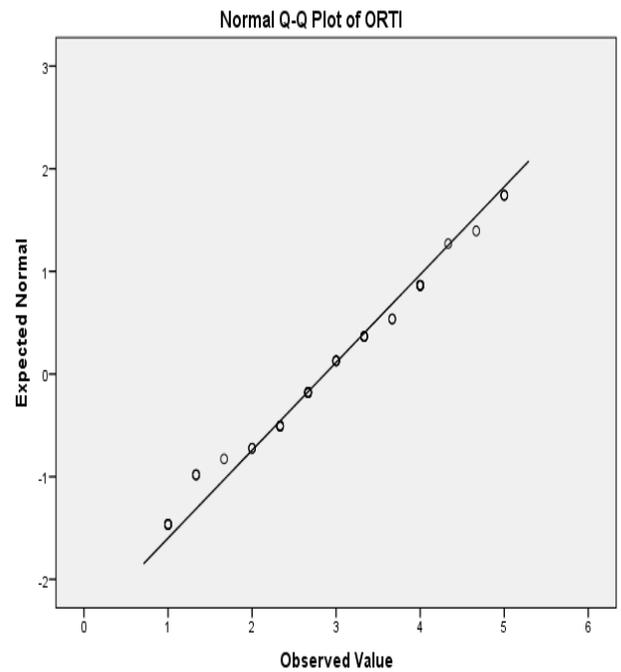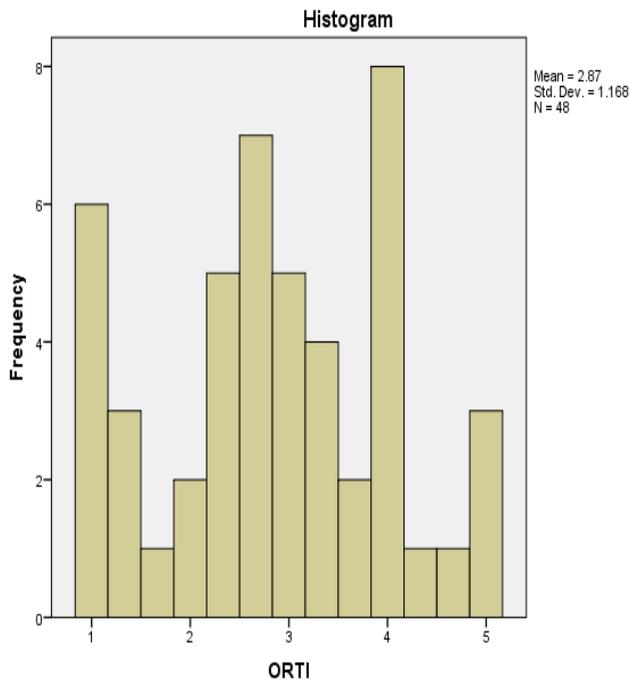
## 4. Idealism (ID)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Idealism | 47 | 95.9% | 2 | 4.1% | 49 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Idealism | .143 | 47 | .018 | .944 | 47 | .025 |

a. Lilliefors Significance Correction



Histogram

Mean = 3.89
Std. Dev. = .596
N = 47



Normal Q-Q Plot of Idealism
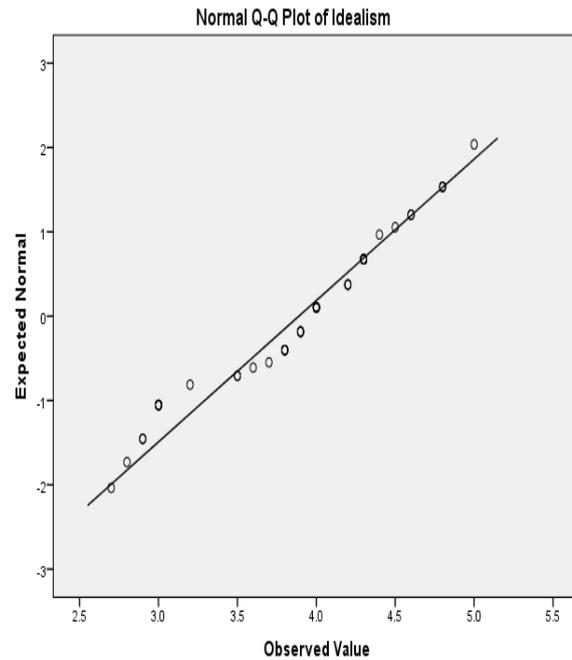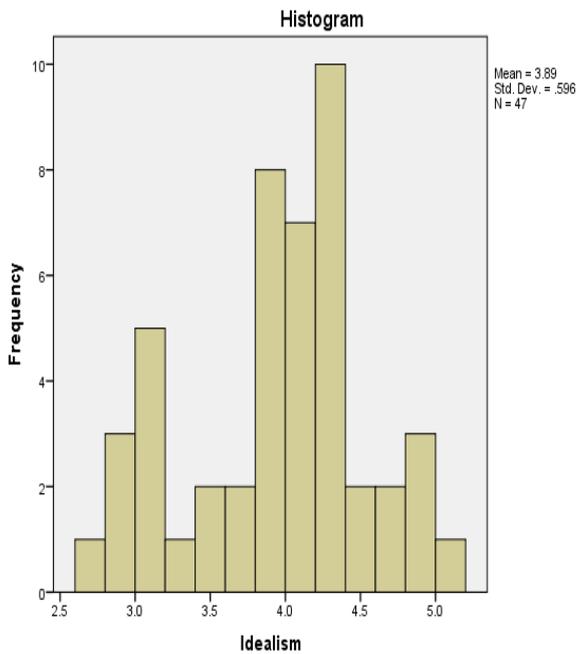
## 5. Relativism (RE)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Relativism | 46 | 93.9% | 3 | 6.1% | 49 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Relativism | .138 | 46 | .028 | .966 | 46 | .191 |
| | | | | | | |

a. Lilliefors Significance Correction



Histogram

Mean = 3
Std. Dev. = .624
N = 46



Normal Q-Q Plot of Relativism
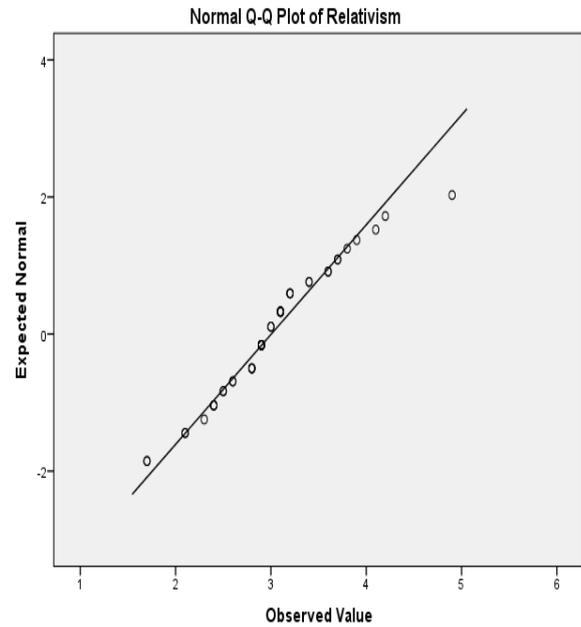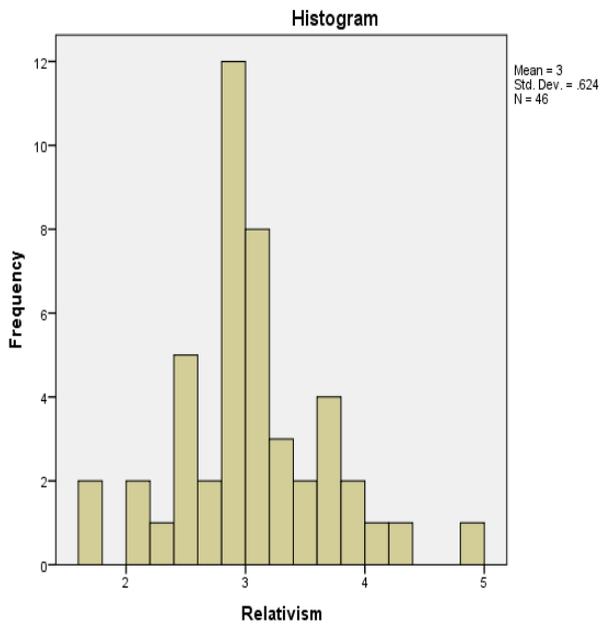
# A P P E N D I X  V

# Study 2 and 3 Normality Tests

### 1. __Ethical Leadership (EL)__

**Study 2 (UK Sample)**

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| EL | 288 | 91.4% | 27 | 8.6% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| EL | .094 | 288 | .000 | .962 | 288 | .000 |

a. Lilliefors Significance Correction

**Study 3 (GR Sample)**

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| EL | 295 | 90.8% | 30 | 9.2% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| EL | .080 | 295 | .000 | .986 | 295 | .005 |

a. Lilliefors Significance Correction
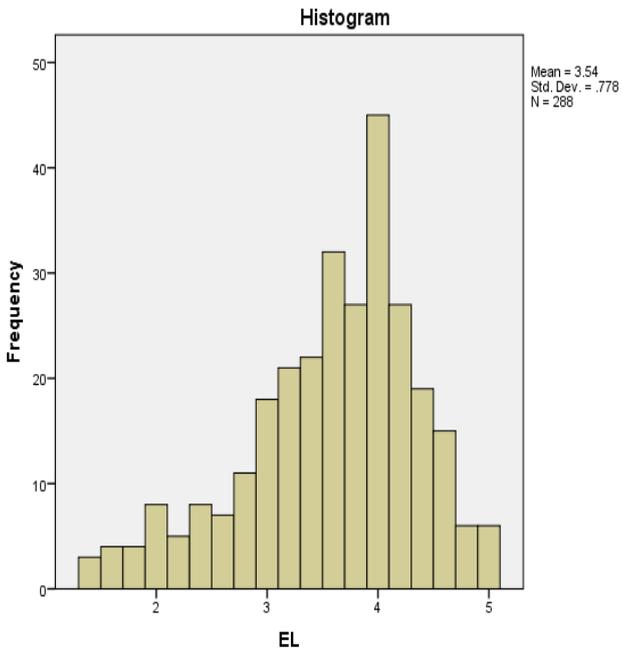
**Study 2 (UK Sample)**                    **Study 3 (GR Sample)**
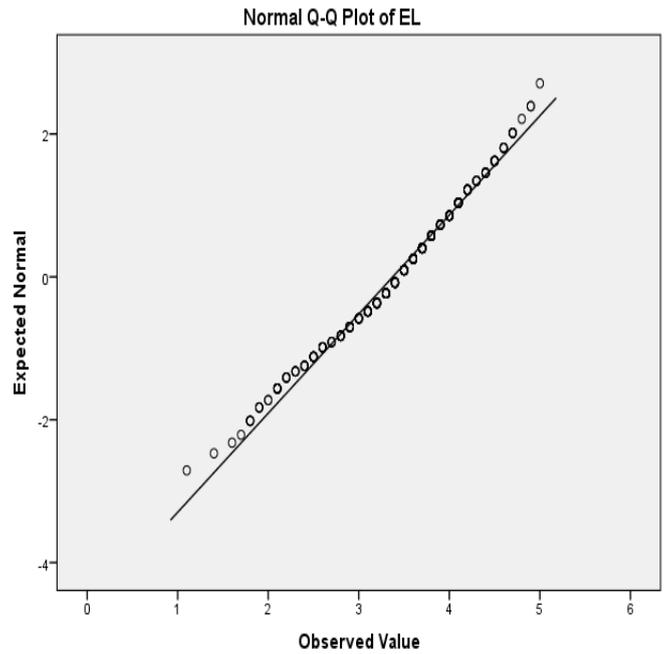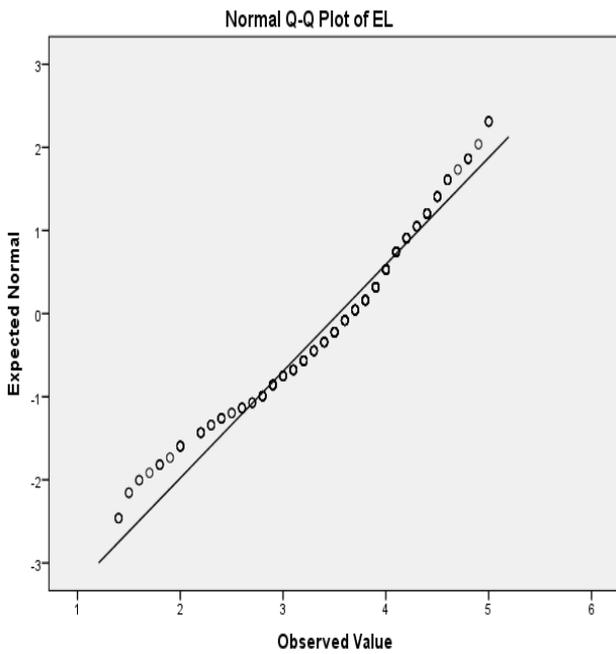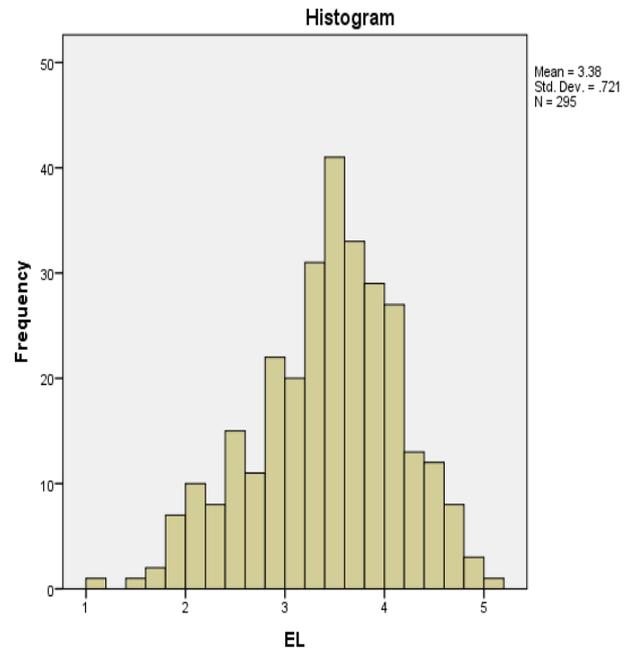
## 2. Perceived Respect (PR)

### Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PRnew | 298 | 94.6% | 17 | 5.4% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PRnew | .068 | 298 | .002 | .987 | 298 | .009 |

a. Lilliefors Significance Correction

### Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PRnew | 303 | 93.2% | 22 | 6.8% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PRnew | .063 | 303 | .005 | .989 | 303 | .026 |

a. Lilliefors Significance Correction
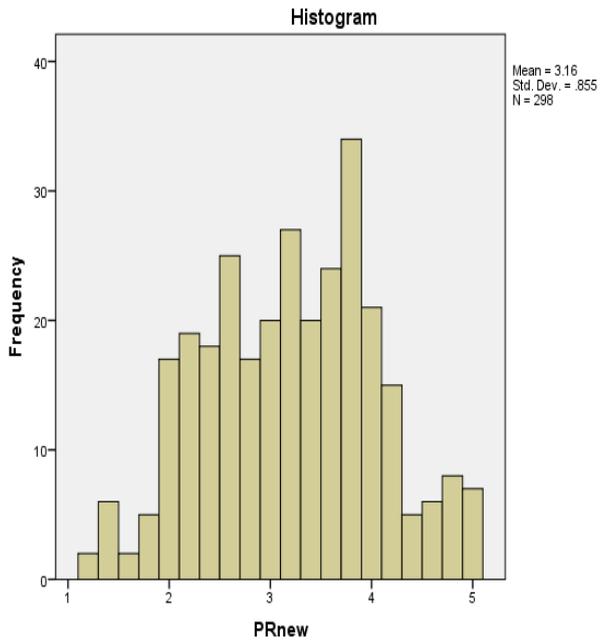
**Study 2 (UK Sample)**                              **Study 3 (GR Sample)**
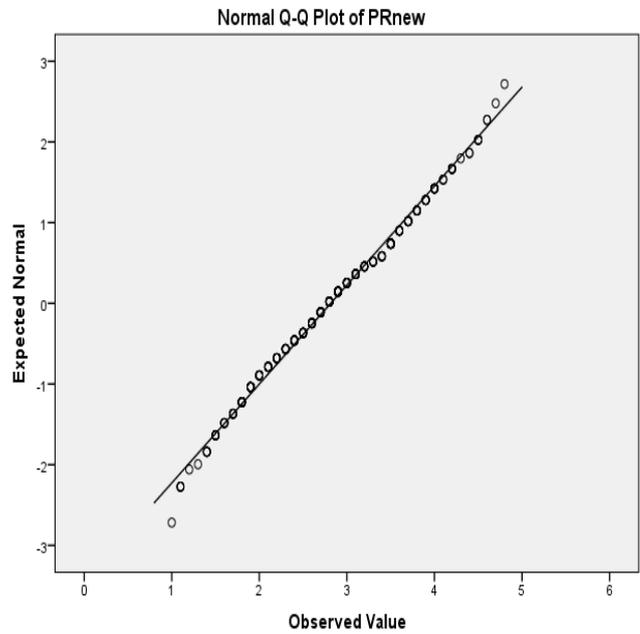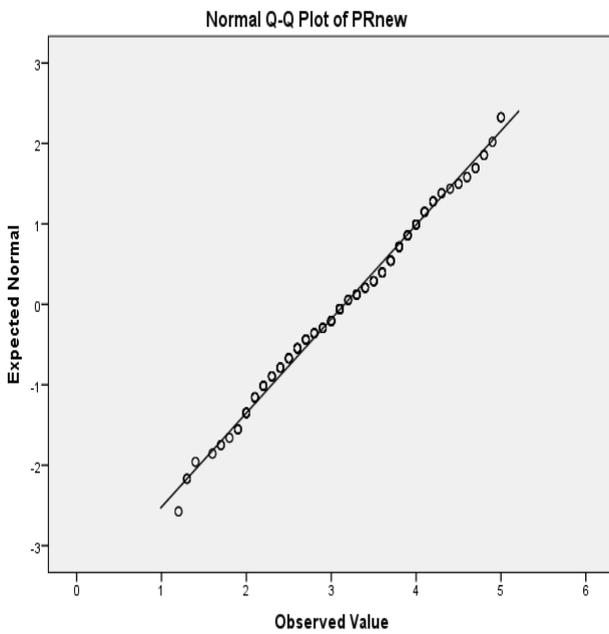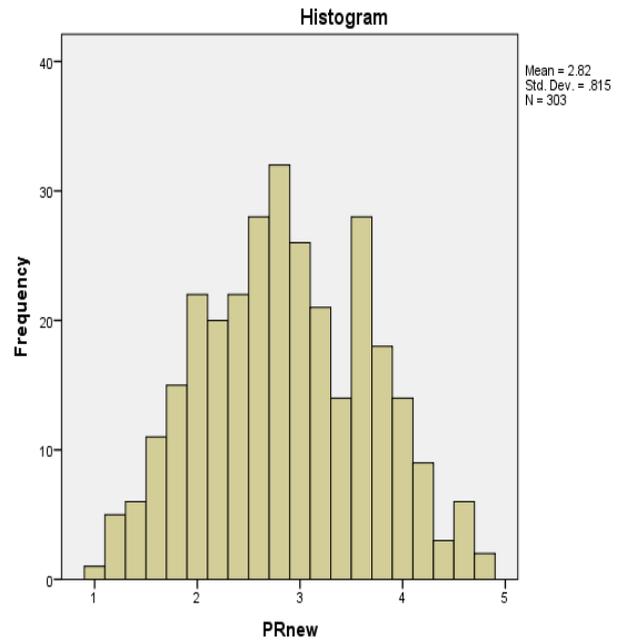
### 3. Ethical Climate (EC)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
|----|-----|--------|----|--------|-----|--------|
| EC | 303 | 96.2% | 12 | 3.8% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| | Statistic | df | Sig. | Statistic | df | Sig. |
|----|-----------|-----|------|-----------|-----|------|
| EC | .089 | 303 | .000 | .975 | 303 | .000 |

a. Lilliefors Significance Correction

## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
|----|-----|--------|----|--------|-----|--------|
| EC | 305 | 93.8% | 20 | 6.2% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| | Statistic | df | Sig. | Statistic | df | Sig. |
|----|-----------|-----|------|-----------|-----|------|
| EC | .077 | 305 | .000 | .982 | 305 | .001 |

a. Lilliefors Significance Correction

## Study 2 (UK Sample)

**Histogram**

Mean = 3.8
Std. Dev. = .793
N = 303

**Normal Q-Q Plot of EC**

## Study 3 (GR Sample)

**Histogram**

Mean = 3.5
Std. Dev. = .775
N = 305

**Normal Q-Q Plot of EC**
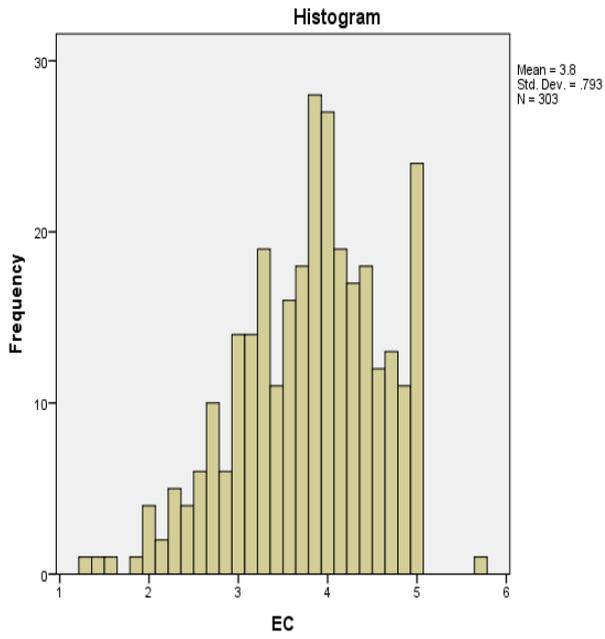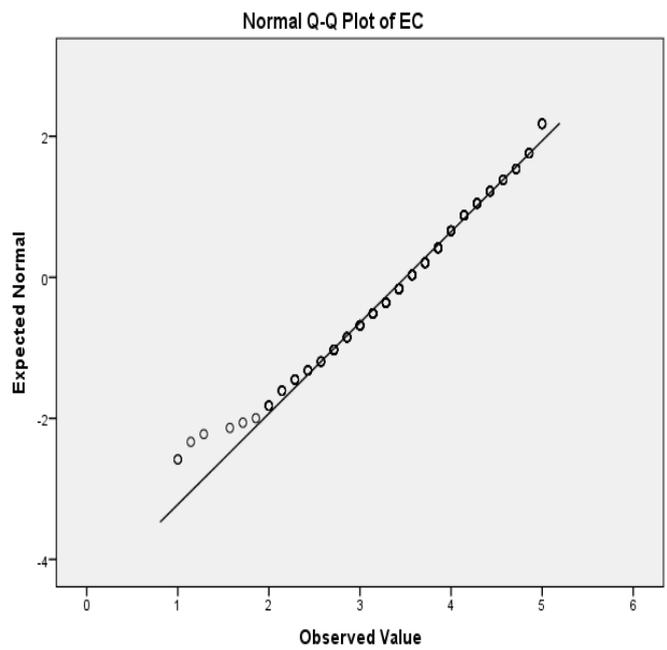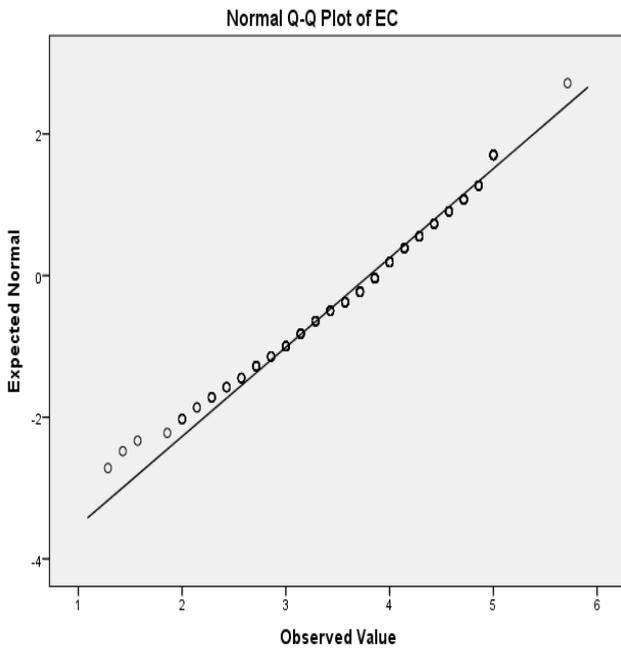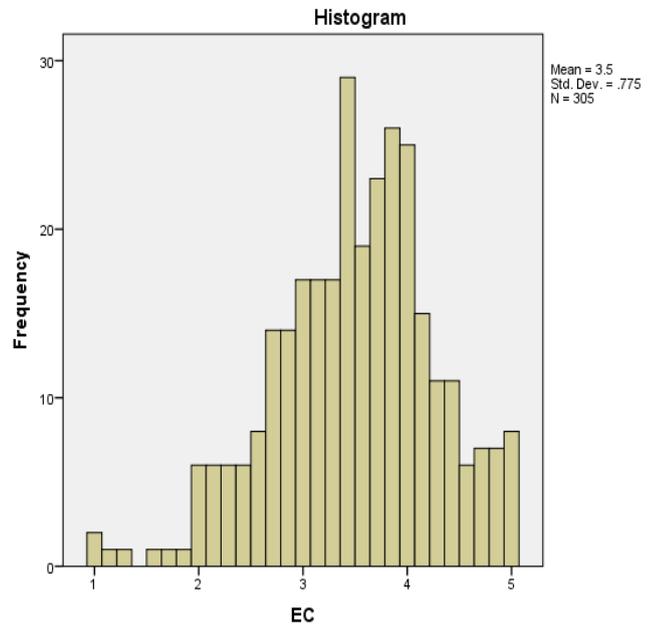
### 4. Perceived Affective Commitment (PAC)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PACnew | 303 | 96.2% | 12 | 3.8% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PACnew | .099 | 303 | .000 | .981 | 303 | .000 |

a. Lilliefors Significance Correction

## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PACnew | 319 | 98.2% | 6 | 1.8% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PACnew | .109 | 319 | .000 | .980 | 319 | .000 |

a. Lilliefors Significance Correction
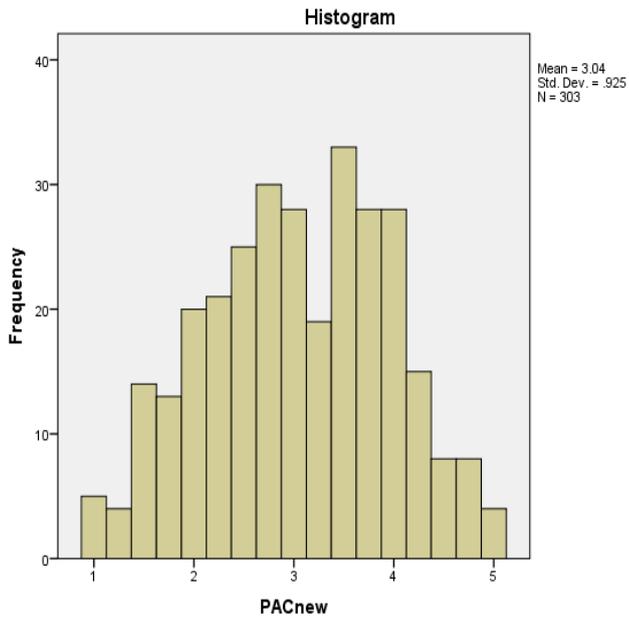
**Study 2 (UK Sample)**　　　　　　　　　　**Study 3 (GR Sample)**
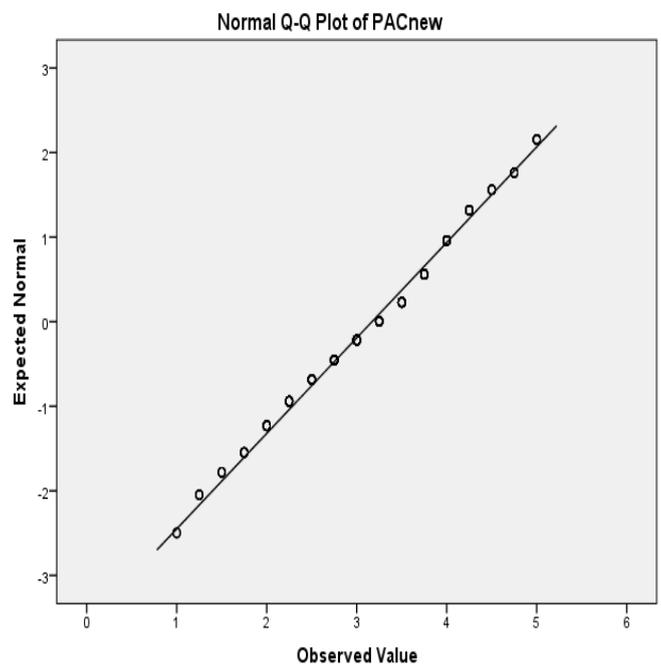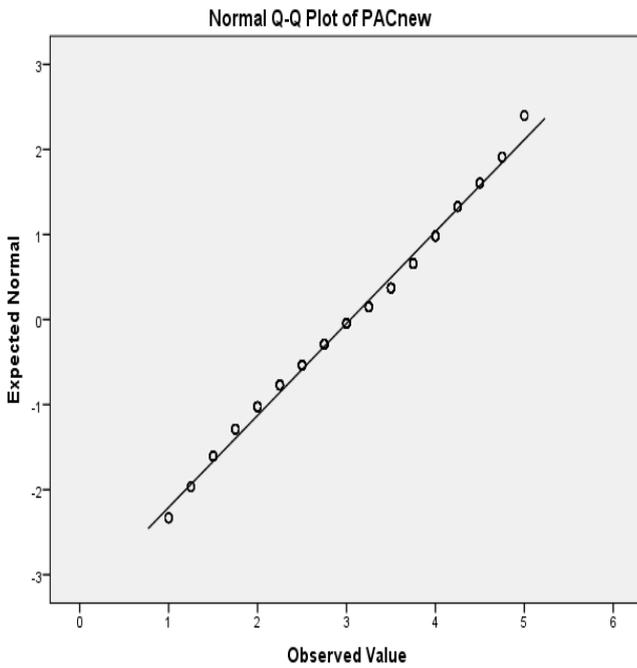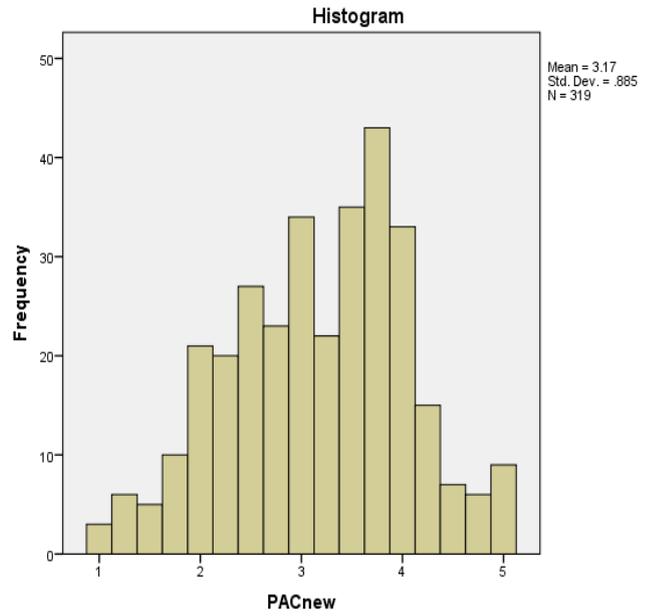
### 5. Corporate Social Responsibility (CSR)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| CSR | 304 | 96.5% | 11 | 3.5% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| CSR | .097 | 304 | .000 | .985 | 304 | .003 |

a. Lilliefors Significance Correction

## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| CSR | 312 | 96.0% | 13 | 4.0% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| CSR | .098 | 312 | .000 | .984 | 312 | .002 |

a. Lilliefors Significance Correction
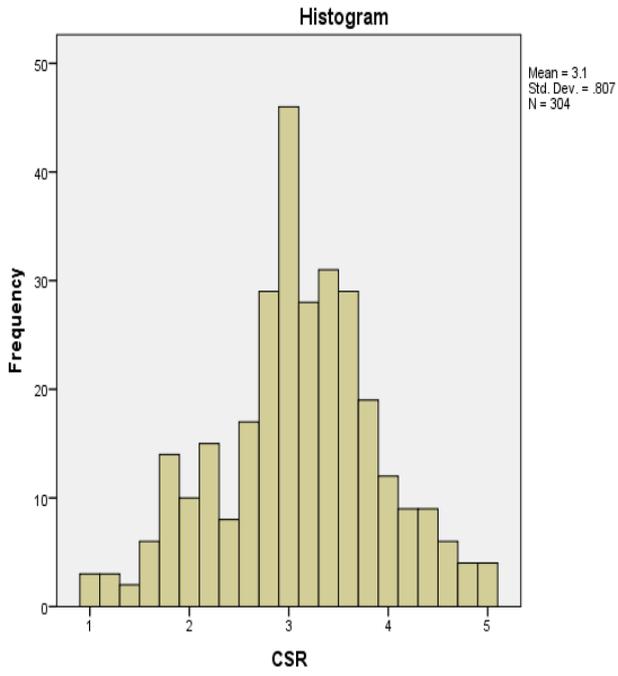
**Study 2 (UK Sample)**                              **Study 3 (GR Sample)**
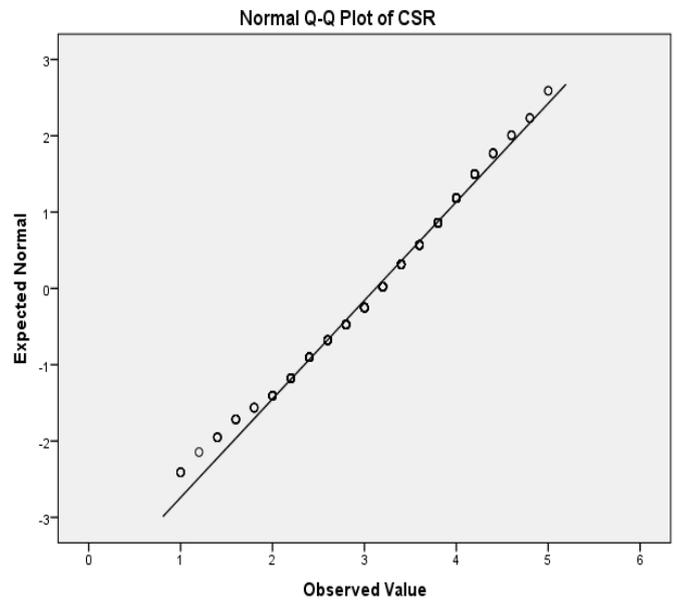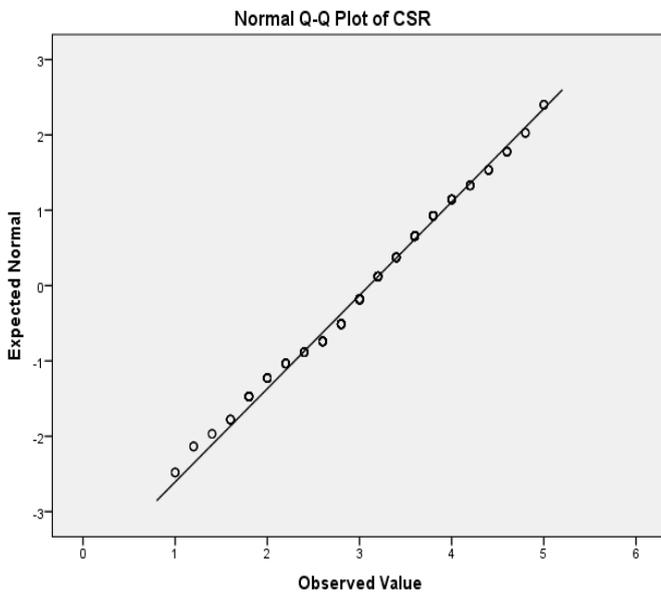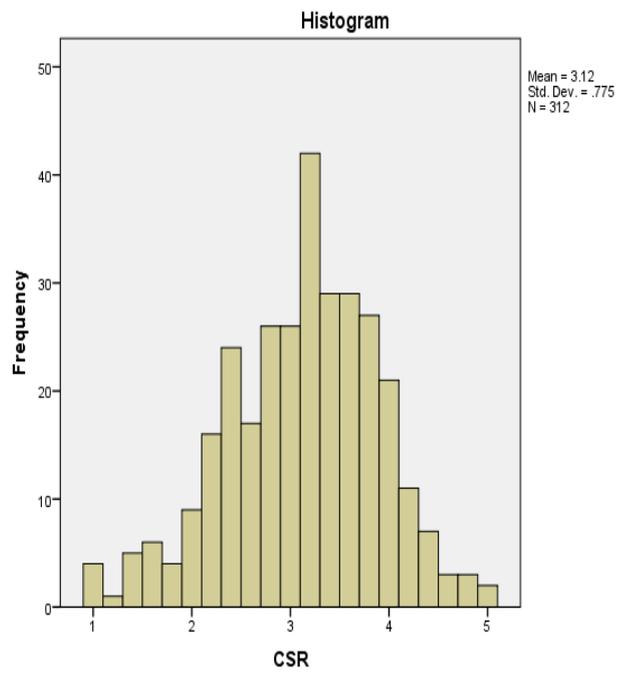
## 6. Perceived External Prestige (PEP)

### Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PEP | 306 | 97.1% | 9 | 2.9% | 315 | 100.0% |

**Tests of Normality**

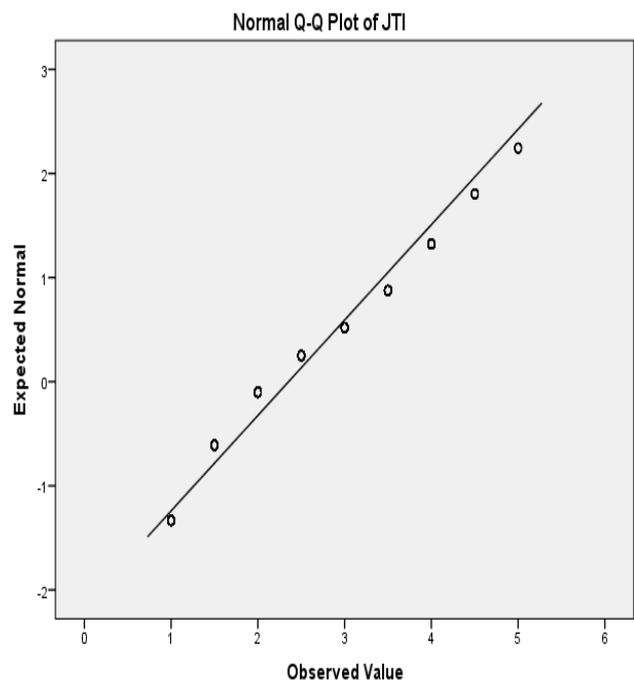| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PEP | .106 | 306 | .000 | .978 | 306 | .000 |

a. Lilliefors Significance Correction

### Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| PEP | 323 | 99.4% | 2 | 0.6% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| PEP | .102 | 323 | .000 | .972 | 323 | .000 |

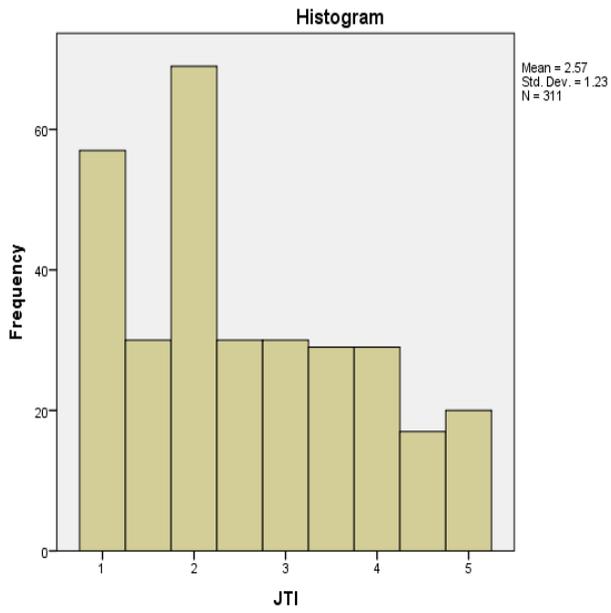a. Lilliefors Significance Correction
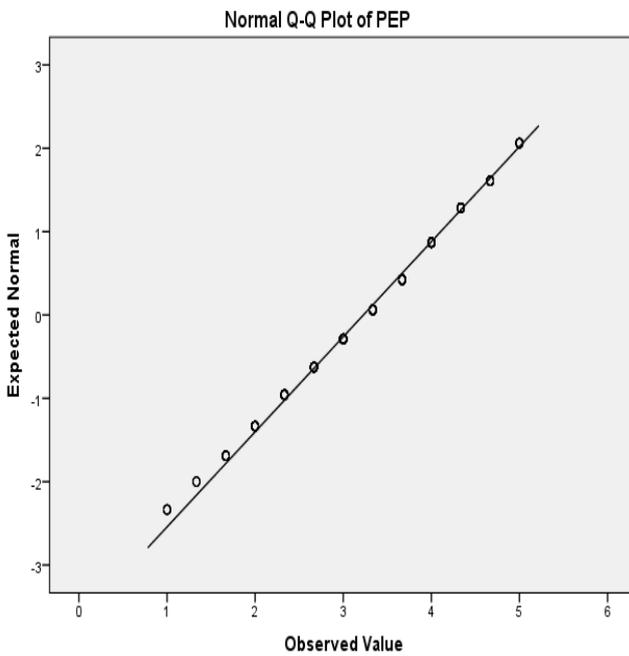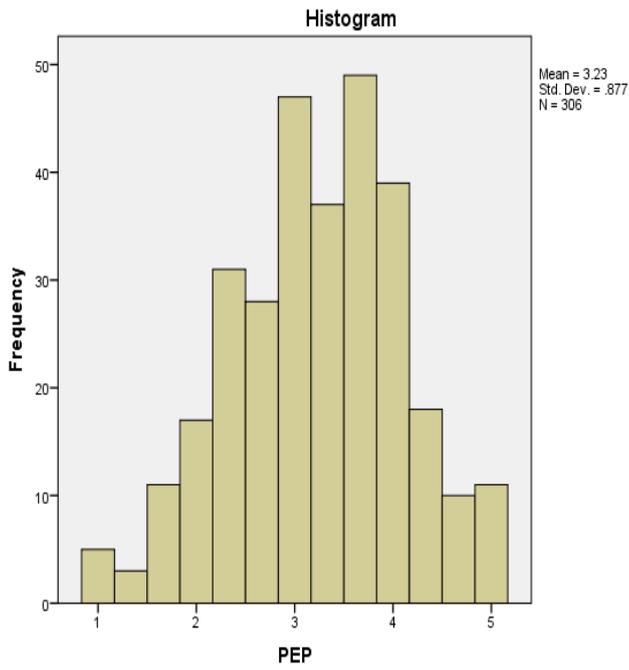
**Study 2 (UK Sample)**                              **Study 3 (GR Sample)**
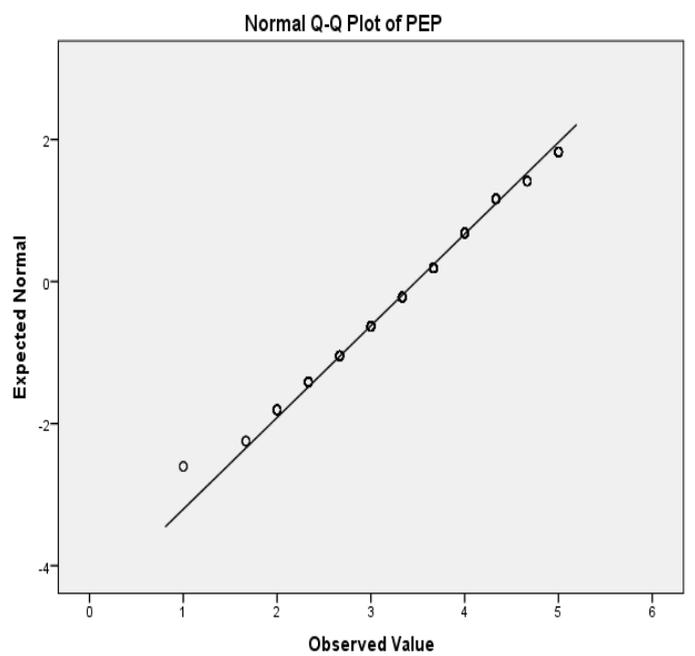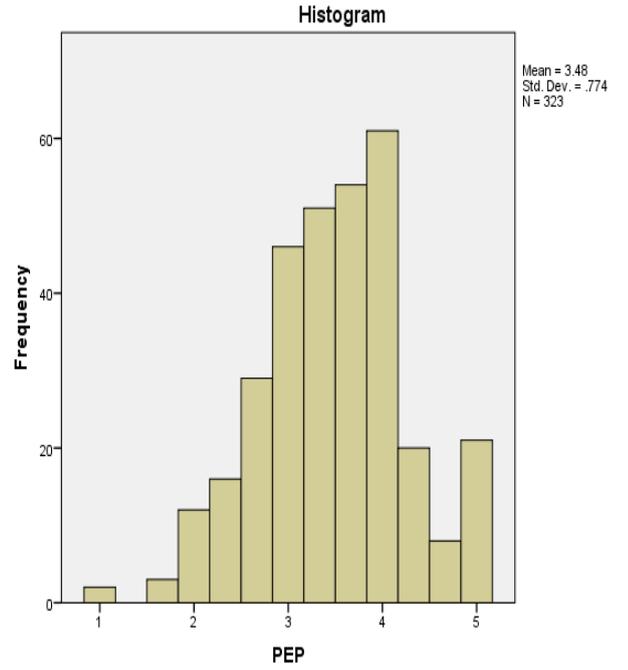
### 7. Job Turnover Intention (JTI)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| JTI | 311 | 98.7% | 4 | 1.3% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| JTI | .180 | 311 | .000 | .918 | 311 | .000 |

a. Lilliefors Significance Correction

## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| JTI | 322 | 99.1% | 3 | 0.9% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| JTI | .186 | 322 | .000 | .917 | 322 | .000 |

a. Lilliefors Significance Correction

## Histogram

Mean = 2.57
Std. Dev. = 1.23
N = 311

JTI

## Histogram

Mean = 2.35
Std. Dev. = 1.091
N = 322

JTI

## Normal Q-Q Plot of JTI

## Normal Q-Q Plot of JTI

246
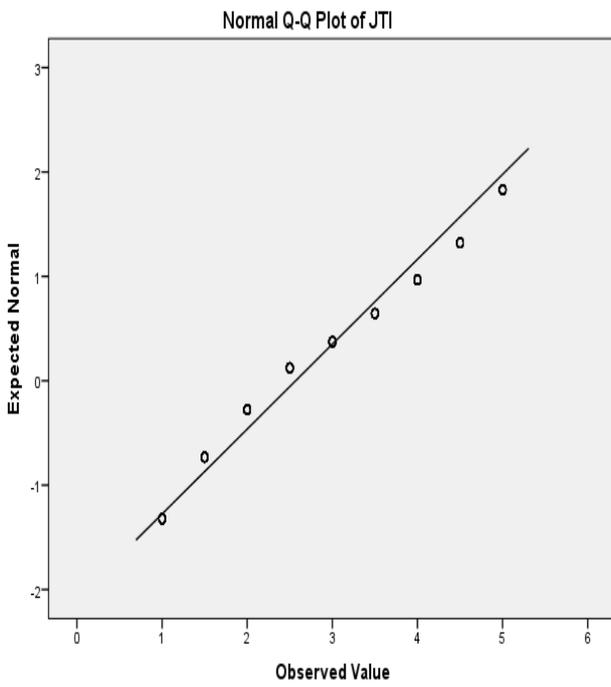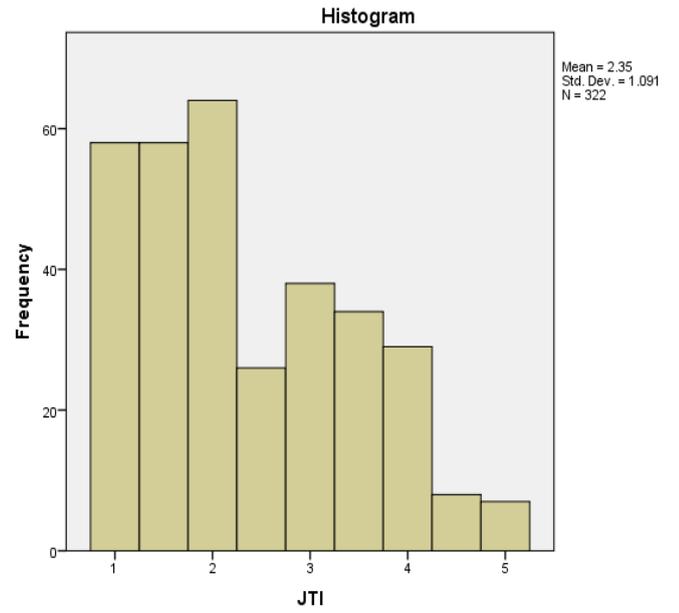
## 8. Organizational Turnover Intention (ORTI)

**Study 2 (UK Sample)**

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| ORTI | 306 | 97.1% | 9 | 2.9% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| ORTI | .203 | 306 | .000 | .904 | 306 | .000 |

a. Lilliefors Significance Correction

**Study 3 (GR Sample)**

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| ORTI | 321 | 98.8% | 4 | 1.2% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| ORTI | .167 | 321 | .000 | .919 | 321 | .000 |

a. Lilliefors Significance Correction
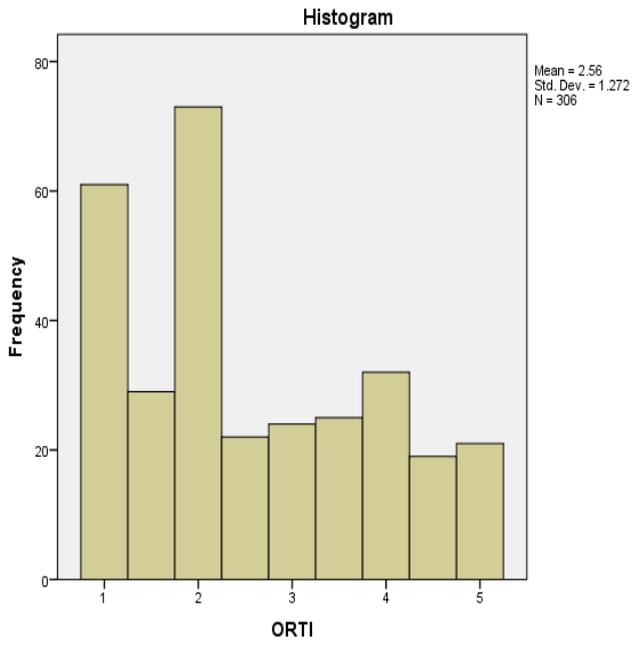
**Study 2 (UK Sample)**                    **Study 3 (GR Sample)**
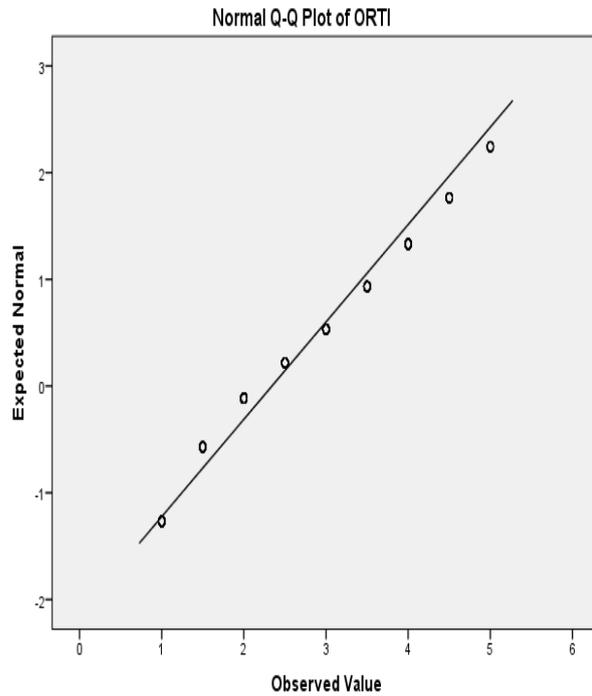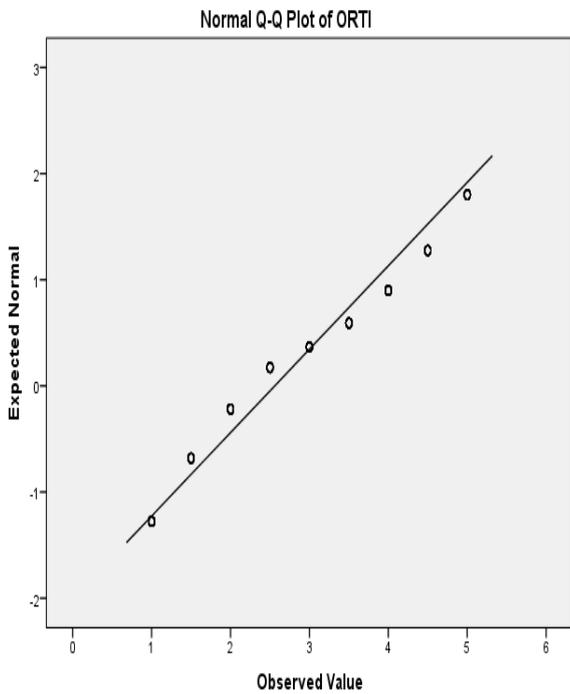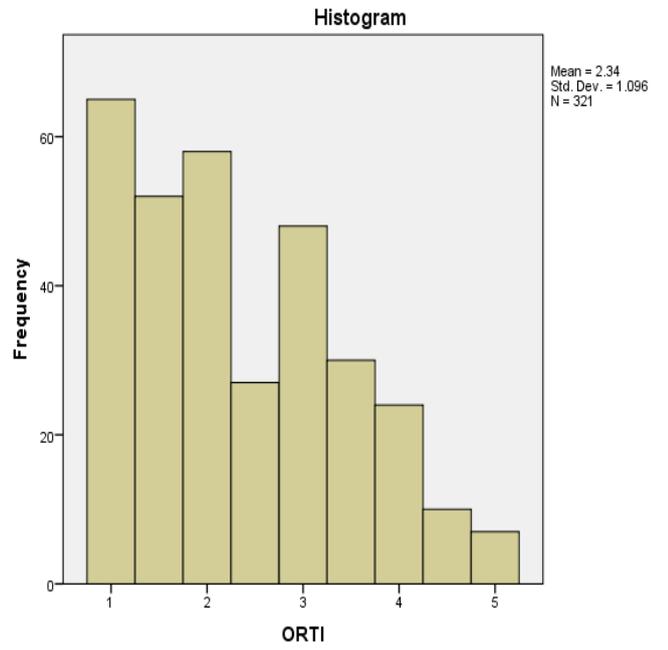
### 9. Job Insecurity (JI)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| JI | 310 | 98.4% | 5 | 1.6% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| JI | .119 | 310 | .000 | .961 | 310 | .000 |

a. Lilliefors Significance Correction

## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| JI | 320 | 98.5% | 5 | 1.5% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| --- | --- | --- | --- | --- | --- | --- |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| JI | .139 | 320 | .000 | .960 | 320 | .000 |

a. Lilliefors Significance Correction
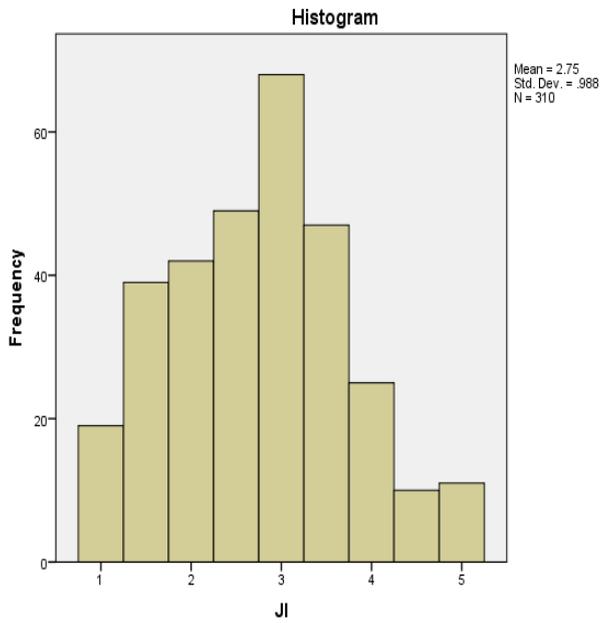
## Study 2 (UK Sample)

**Study 3 (GR Sample)**
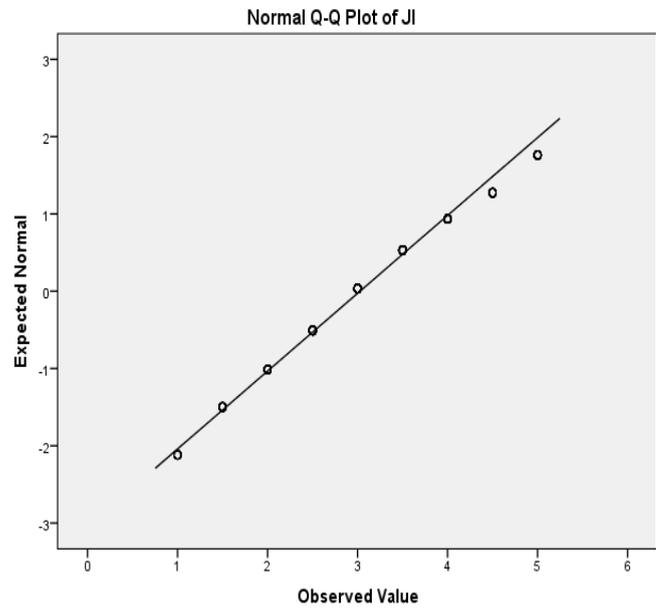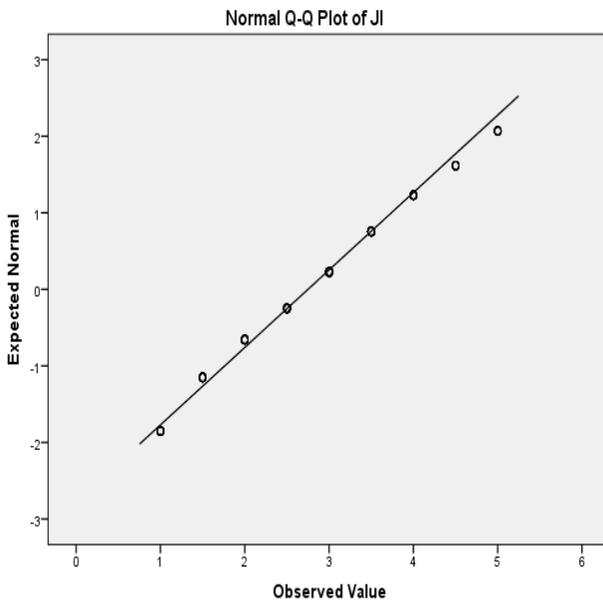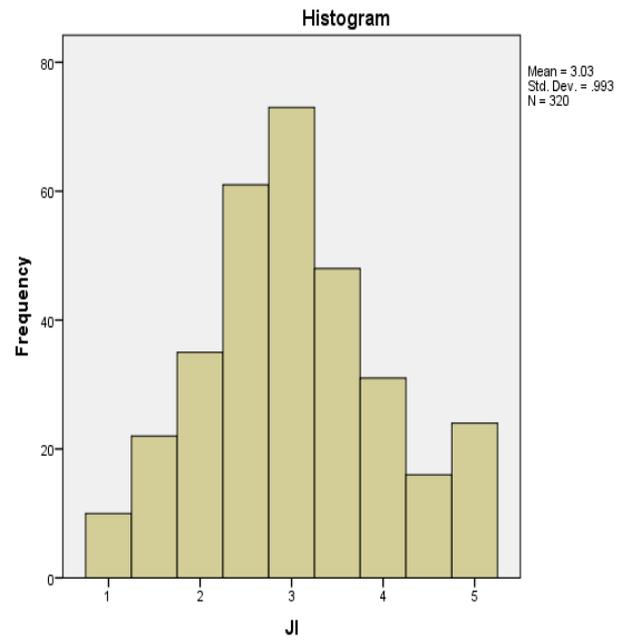
### 10. Idealism (ID)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| ID | 295 | 93.7% | 20 | 6.3% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| ID | .092 | 295 | .000 | .962 | 295 | .000 |

a. Lilliefors Significance Correction
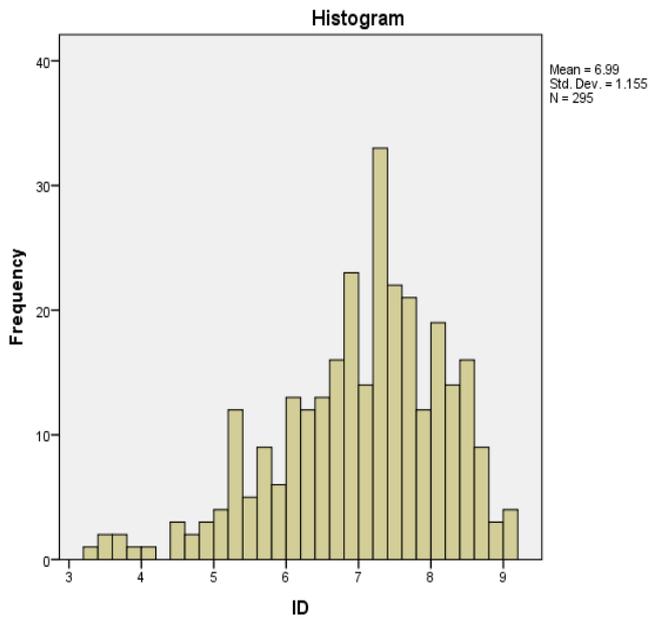
## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| ID | 298 | 91.7% | 27 | 8.3% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| ID | .090 | 298 | .000 | .983 | 298 | .001 |

a. Lilliefors Significance Correction

**Study 2 (UK Sample)**                    **Study 3 (GR Sample)**
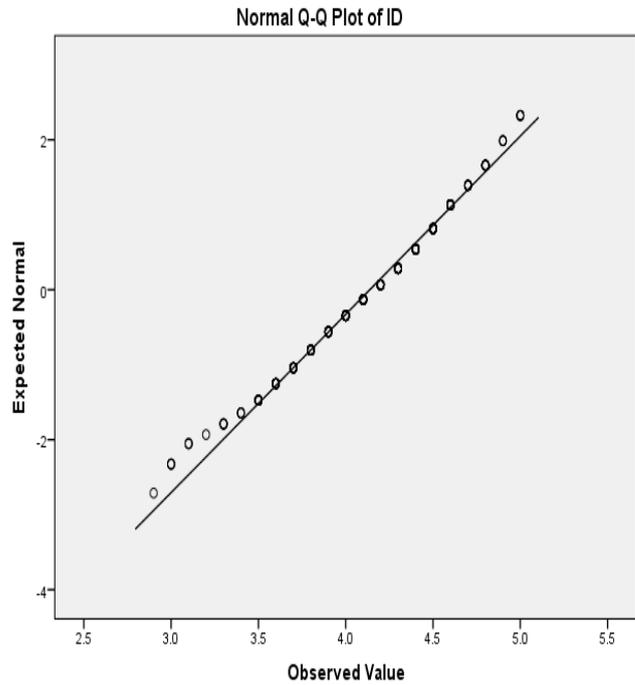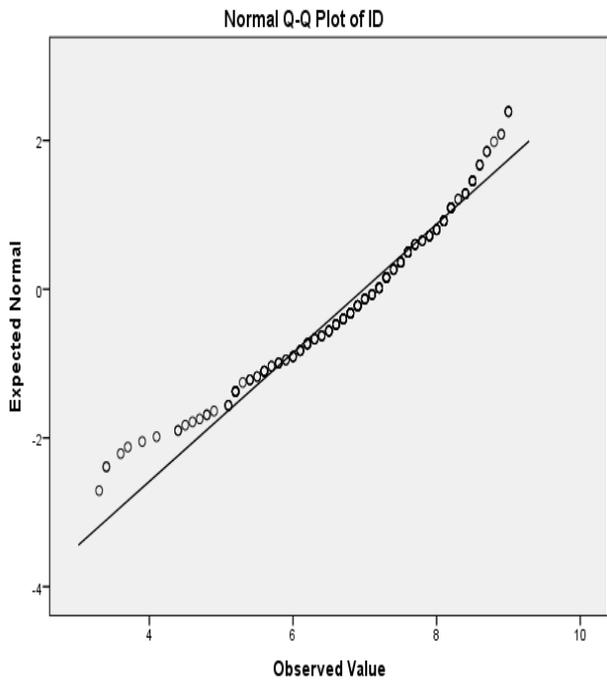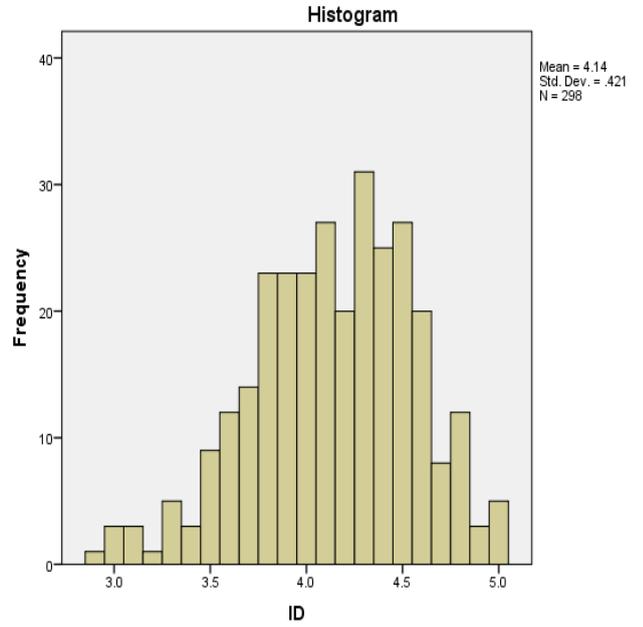
### 11. Relativism (RE)

## Study 2 (UK Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| RE | 286 | 90.8% | 29 | 9.2% | 315 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| RE | .069 | 286 | .002 | .987 | 286 | .012 |

a. Lilliefors Significance Correction
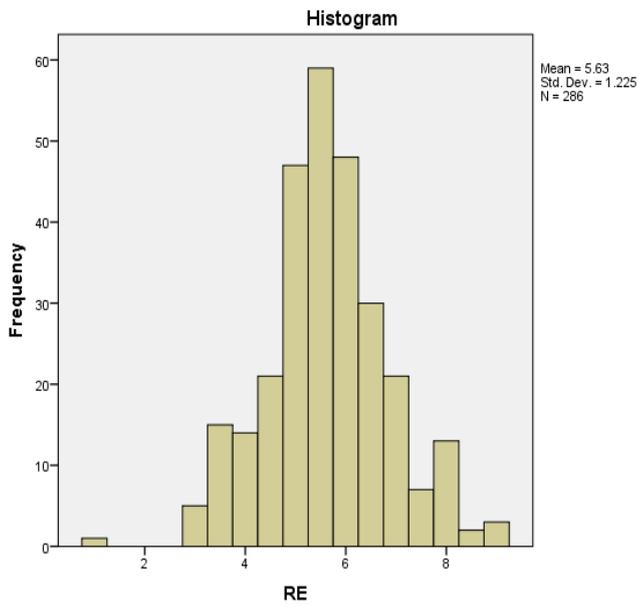
## Study 3 (GR Sample)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| RE | 303 | 93.2% | 22 | 6.8% | 325 | 100.0% |

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| RE | .056 | 303 | .021 | .993 | 303 | .208 |

a. Lilliefors Significance Correction

**Study 2 (UK Sample)**                    **Study 3 (GR Sample)**



Histogram

Mean = 5.63
Std. Dev. = 1.225
N = 286



Histogram

Mean = 3.24
Std. Dev. = .554
N = 303



Normal Q-Q Plot of RE



Normal Q-Q Plot of RE