

# A Study to Evaluate Ethical Climate as an Antecedent for Deviant Behaviour in Workplace With Reference To Hospitals in Health Sector in Tamil Nadu

P. Thamaraiselvi, D. Visagamoorthi

**ABSTRACT:** *Ethical climate refers to the moral environment prevailing in the work atmosphere and the importance given towards ethical practices within an organization. A positive ethical climate can bring out positive outcomes such as productivity and happiness. As a result, the work place deviance is well controlled and which in turn will result in the ultimate achievement of the organizational goals. In India, Health Sector is one of the growing sectors; Hospitals are one of the units which highly contribute for their growth. Hospital services are totally depending on Human beings and their values. They provide at most effective and efficient service to satisfy people and their emotional values. The study concentrates on the behavior aspects which are connected to the desirable outcomes such as trust and loyalty which is linked with productivity and happiness among employees in hospitals. These two aspects are considered as vital in hospitals in health sector. Therefore, researchers have made an attempt to study the ethical climate as one of the antecedents for work place deviance in hospitals in Health sector. The findings have proved four factors of the climate needs to be addressed according to the industries' need. Thus, the study has confirmed the effects of ethical climate in nullifying the work deviance.*

**Keywords:** *Sample space, Null Hypothesis and Alternate Hypothesis*

## I.I.INTRODUCTION TO THE STUDY

Independent India has realized the need for promoting the economic development of the country. The expansion of health sector has increased the improvement in economic status of both the country and the individuals. With the directions of dynamic leaders, the health sector is performing in a right way. Simultaneously, certain short comings are identified in health sector which is related to productivity and happiness of employees in their workplace. There are numerous issues related to management functions, few among them are climate in the sector, deviance behavior of individual, level of commitment among individuals etc. The study will focus on Ethical climate as one of the antecedents causing Workplace deviance in hospitals in health sector in Tamil Nadu.

Workplace Deviance behavior is harming organisation and members by showing deviance at their workplace. Managers who are authoritarian in nature when using their power and designation they indulge in deviance behavior. It includes serious interpersonal and organizational misconduct such as theft, interpersonal aggression, and sabotage, wasting resources, and blaming coworkers for one's mistakes.

An organizational ethical climate is a normative construct of the shared behavioral perceptions of policies, procedures, systems and behaviors in an organization that direct organizational member's ethical actions and decisions

## II.II.OVERVIEW OF WORK PLACE DEVIANCE AND ETHICAL CLIMATE

### A. Theoretical Background of Workplace deviance

According to Robinson and Bennett's (1995) typology of workplace deviance, "A two-dimensional chart which organizes deviant workplace behavior into four quadrants labeled: production deviance, property deviance, political deviance, and personal aggression".

### B. ETHICAL CLIMATE

Victor and Cullen (1987) developed a typology for measuring organizational ethical climates and put it in a nutshell that these climates are spotted in different locations, which describes about the happenings in the organization.

The following are the three dimensions in a grid form for easy understanding.

The following are the objectives of the study

1. To evaluate ethical climate as one of the antecedents to workplace deviance among the hospitals in the Health sector in Tamil Nadu
2. To develop a model to prove the impact of Workplace deviance on Ethical Climate among the hospitals in the Health sector in Tamil Nadu

## III.RESEARCH DESIGN AND METHODOLOGY

In this study researchers have adopted descriptive design.

**A.SAMPLE SIZE** A random sample of 1010 employees consisting of middle level management leaders were selected at random from the

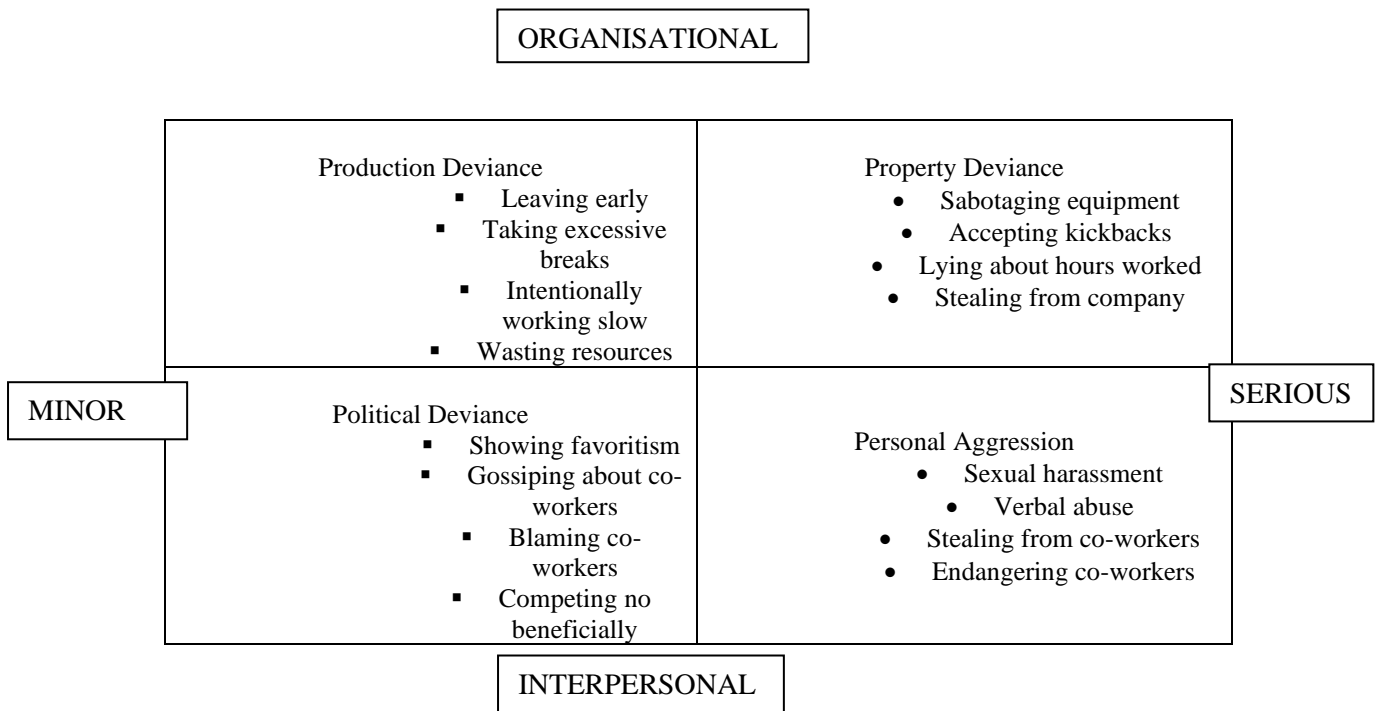
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Source: Adopted from Robinson et al, 1995  
Exhibit: 1.1 Workplace deviance-Dimensions

		LOCUS OF ANALYSIS		
		Individual	Local	Cosmopolitan
ETHICAL CRITERION	Eg	Self-Interest	Company Profit	Efficiency
	vo	Friendship	Team Interest	Social Responsibility
	inle	Personal Morality	Company Rules and Procedures	Laws and Professional codes

Exhibit: 1.2- Ethical climate -Dimensions

**C.RESEARCH OBJECTIVES**

The following are the objectives of the study

3. To evaluate ethical climate as one of the antecedents to workplace deviance among the hospitals in the Health sector in Tamil Nadu
4. To develop a model to prove the impact of Workplace deviance on Ethical Climate among the hospitals in the Health sector in Tamil Nadu

**IV. RESEARCH DESIGN AND METHODOLOGY**

In this study researchers have adopted descriptive design.

**A.SAMPLE SIZE**

A random sample of 1010 employees consisting of middle level management leaders were selected at random from the health sector with special reference to hospitals. Care was taken to ensure that adequate sample from the middle level management were drawn for the study.

**B.TOOLS FOR DATA COLLECTION**

The questionnaire was designed to read the impact of workplace deviance on ethical climate among the respondents.

**C. Ethical Climate**

The first construct was used to read the ethical climate. A list of 36 ethical climate statements comprising of self-interest, organization interest, efficiency, friendship, group/team interest, stakeholder’s orientation, stakeholder’s orientation, organization rules and procedure and professional code and law were used. Statements were adopted from Victor and Cullen’s (1987, 1988) ECQ instrument.

**D.Workplace deviance**

The second construct was applied to study the type of deviant behavior that employee. The researchers have adopted Robinson and Bennett’s (1995) 22 statements. A five point scale was used, where “1” stands for ‘Never’, and “5” stands for ‘Always’.

**E.Demographic factors**

Age, gender, and experience in different scales were used to study the demographical factors of respondents.

**F.STATISTICAL TOOLS USED FOR DATA ANALYSIS**

Descriptive and inferential statistics was computed by applying SPSS and Visual PLS Software.

**G.ANALYSIS AND INTERPRETATION**

**Percentage Analysis**

**Respondents based on Gender**

Sl. No.	Gender	Number of Respondent	Percentage
1	Male	790	78
2	Female	220	22
	Total	1010	100



**Respondents based on Age**

Sl.No.	Age(Years)	Number of Respondents	Percentage
1.	25-30	349	35
2	31-35	147	15
3	36-40	244	23
4	41-45	227	22
5	46-50	43	5
	Total	1010	100

**Respondents based on Experience**

Sl. No.	Experience(in Years)	Number of respondent	Percentage
1	1-3 years	372	37
2	3-5years	35	3
3	5-7 years	128	13
4	7-9 years	141	14
5	10+ years	335	33
	Total	1010	100

**V.MODEL TO PROVE THE RELATIONSHIP BETWEEN WORK PLACE**

**DEVIANCE AND ETHICAL CLIMATE**

To confirm the assumption of the significant relationship between Workplace deviance factors ethical climate factors is developed with the help of Structural Equation Modeling Technique.

To identify the relationship between ethical climate and Workplace deviance the researcher analyses a correlation and a multiple regression. To identify the exact model fit for link between Workplace deviance, ethical climate a structural equation model was developed. Based on the results of multiple regression and correlation the researcher fixes the following hypotheses to develop a research model

**Model : Workplace deviance and Ethical Climate**

**16 hypotheses were framed with 9 ethical climate factors and 4 deviance factors.**

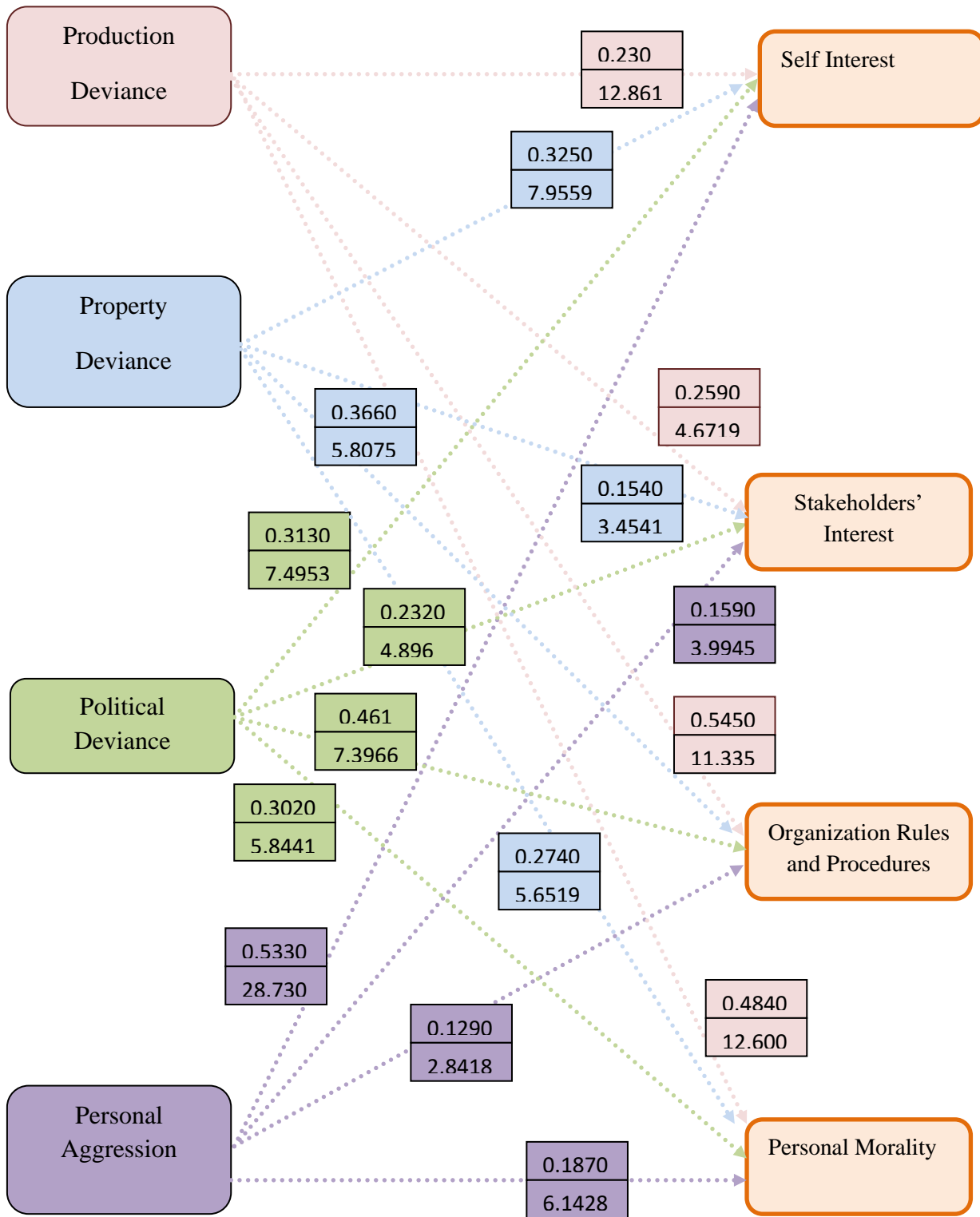
Hypothesis	Independent variable	Dependent variable	Correlation	Sig.
H1	Self Interest	Production deviance	0.230	.000
H2	Stakeholders interest	Production deviance	0.2590	.000
H3	Organizational rules and procedures	Production deviance	0.5450	.000
H4	Personal	Production	0.4840	.00

	Morality	n deviance		0
H5	Self Interest	Property deviance	0.3250	.000
H6	Stakeholders interest	Property deviance	0.1540	.000
H7	Organizational rules and procedures	Property deviance	0.3660	.000
H8	Personal Morality	Property deviance	0.2740	.000

**Structural Model - Boot Strap summary-EC and WPD**

Table shows the boot strap summary results arrived using PLS Visual software.

Hypothesis	Entire sample estimate	Mean of sub sample	Standard error	T - Statistic	RS q.	Sig
H1	0.230	0.239	0.179	12.8609	0.483	Significant
H2	0.2590	0.2590	0.230	0.0554	4.619	Significant
H3	0.5450	0.536	0.0481	11.335	0.204	Significant
H4	0.4840	0.4769	0.0384	12.600	0.345	Significant
H5	0.3250	0.3059	0.0408	7.955	0.483	Significant
H6	0.1540	0.112	0.0446	3.4541	0.192	Significant
H7	0.3660	0.376	0.0630	5.8075	0.204	Significant
H8	0.2740	0.2924	0.0485	5.6519	0.345	Significant
H9	0.3130	0.2871	0.0418	7.4953	0.483	Significant
H10	0.2320	0.1770	0.0474	4.8963	0.192	Significant
H11	0.4610	0.4590	0.0623	7.3966	0.204	Significant
H12	0.3020	0.3255	0.0517	5.8441	0.345	Significant
H13	0.5330	0.5366	0.0186	28.730	0.483	Significant
H14	0.1590	0.1740	0.0398	3.9945	0.192	Significant
H15	0.1290	0.1212	0.0454	2.8418	0.204	Significant
H16	0.1870	0.1746	0.0304	6.1428	0.345	Significant



**Exhibit 1.3: Workplace deviance and Ethical climate model**

Four factors - Production deviance, property deviance, political deviance and personal aggression have significant relationship with four ethical climate factors viz. self interest, stakeholders' interest, organization rules and procedure and personal morality.

are from 36-40 years, 22.4% of them are from 41-45 years and 4.2% of them belong to 46-50 years category.

- 37% of the samples have 1-3 years of experience in the present hospital, 33% are working for more than 10 years and only 3% are working between 3-5 years in the present hospital.

**VI.FINDINGS**

**A. Demographic Factors**

- 78% of the samples are male and 22% of them are female in the focused study.
- 34.5% of the respondents belong to 25-30 years age group, whereas, 14.5% of them are from 31-35 years, 24.1%

**B. Structural Equation Modeling**

**C. Workplace deviance and Ethical Climate Factors**

1. Employees with low self interest show all 4 types of deviance behavior
2. Employee with low stakeholder’s interest show high Deviance behavior
3. Employees with low interest towards the Organization’s rules and procedures show high deviance behavior
4. Employee with low Personal Morality show high deviance behavior.

**D. The findings of the study demonstrate that there is relationship between workplace deviance and ethical climate.**

The following are the important recommendations derived from this study.

- Out of the nine factors of ethical climate, four important factors of ethical climate are Self interest, Stakeholders interest, Organization rules and Procedures, Personal Morality influences Workplace deviance. Top level management is suggested to concentrate on the influencing factors while framing their HR policies.
- To help Management in developing a user friendly ethical climate environment it is suggested to frame strategies that could focus employee welfare and emphasis could be made on employee centric activities.
- To improve formal socialization and positive culture, motivating leadership, admirable personality trait, training and development programmes can be designed and implemented.
- 1.Management can publish positive behavior. This may help the employees to learn not to cultivate deviant behavior in their work place.
- 2.Training programmers designed to enhance employees to have defined roles and practices when making decisions in difficult situations will also be beneficial to the organization in terms of inculcating the company values to new employees.
- 3.Top Management can develop ethical audit and to educate the fellowmen to learn about their individual value and organization values.

**VII.CONCLUSION**

Health sector is involved in spending a lot for the employees and they involve high expenses, it is clear that unethical climate, deviant behavior is of great concern to them. The study had an aim to find the relationship between the independent variable ethical climate and the dependent variable Workplace deviance. The research study reveals that ethical climate is one of the antecedents for deviance behavior at workplace among Health sector employees with reference to hospitals in Tamil Nadu  
Further studies are required for more definitive and qualitative measurements as well as objective observation in order to learn more about deviant behaviors. The more deviant behaviors are understood, the easier it will be for the industry to manage and solve their issues and move towards ethical climate they should have.

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