

An Investigation of the Relationship Between Organizational Ethical Climate and Positive Organizational Behaviors of the Staff at Shahrud University of Medical Sciences

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Abstract

One of the problems that employees face today in organizations is ethical problems. Many organizations resort to unethical acts due to the intensified competition in achieving efficiency and profitability. This article has been conducted to examine the relationship between the ethical climate and positive organizational behavior at Shahrud University of Medical Sciences. To do this, 224 employees at Shahrud University of Medical Sciences were selected randomly. The research was done based on a survey. The examined questionnaires included standardized questionnaires of ethical climate and positive organizational behavior. SPSS-19 was used to analyze the data in this study. The reliability of the questionnaires was estimated using Cronbach's alpha. Thus, Cronbach's alpha was obtained 0.844 and 0.730 respectively for the ethical climate of the organization and positive organizational behaviors. The results showed that there is a positive and significant relationship between the ethical climate of the organization and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

Additionally, there are significant relationships among the instrumental ethical climate and the ethical climates of independence, caring, organizational rules and regulations, professional ethical rules and regulations and positive organizational behaviors among the staff at Shahrud University of Medical Sciences.

Keywords: organizational ethical climate, positive organizational behavior, Shahrud University of Medical Sciences

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Introduction

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Today, with more complexities in organizations and the prevalence of unethical and illegal tasks, the managers and leaders have begun to focus on creating and maintaining an ethical work environment for all organizations. An international research paper studied the employees of 4,000 businesses and found that 25% of employees believe that the ethical codes are disregarded in the organizational goals and about 17% also stated that the organization encourages unethical values among employees to achieve organizational goals (Wimbush, 1994). The ethical climate of the organization reflects the moral values and behavioral expectations and indicates the effect of morality on the decisions made by the members of the organization. This means that there are moral choices that the employees have to make and operationalize accordingly.

The ethical climate determines the extent to which decisions correspond to ethical criteria and how the employees approach ethical questions (Ozturk & Bahcecik, 2003). The ethical climate is an important part of the organizational environment and culture and studies have shown that it not only affects the ethical dimension of the employees within the organization, but also affects the work efficiency (Victor, Parbotea & Cullen, 2003). The ethical environment in healthcare environments (such as Shahrud University of Medical Sciences) includes the “specific circumstances of an organization that facilitates the discussion on the health problems of patients and resolving such circumstances provides a framework for ethical decision-making in clinical settings.”

The ethical climate has been known as a mediating factor that can lead to the presence or absence or the increase and decrease in moral distress (Fogel, 2007; Schluter, Winch, Holzhauser and Henderson, 2008). The ethical climate is a type of work environment that reflects the guidelines and regulations and their connection with ethical outcomes (Martin Cullen, 2006). Some researchers believe that promoting ethics in working environments in healthcare organizations (such as Shahrud University of Medical Sciences) would lead to a better response on the part of employees against moral distress and other causes of discontent in workplace (Fogel, 2007; Schluter *et al.*, 2008).

In recent decades, terms with a negative sense such as absenteeism and job dissatisfaction have appeared more frequently than positive words such as self-confidence, self-efficacy, hope, optimism, peace of mind, and emotional intelligence (the ability to identify and manage one’s own emotions and those of the others). According to what is known, positive issues have been neglected in comparison with negatively oriented issues concerning organization and management. The application of positive psychology in the areas of organization and management has led to the creation of two new approaches in the field: positive organizational behavior focuses mainly on the micro aspects of organizational behavior and those positive aspects of human personality that can develop and grow.

- Positive organizational research focuses largely on the major aspects of organizational behavior and positive organizational behavior is thus affected by positive psychology.
- The recognition of positive organizational behavior and the development of positive thoughts increase the employee performance, efficiency, improved productivity, satisfaction and higher levels of socio-economic development and welfare.

Positive psychology does not focus solely on the individual level, but also emphasizes the organizational and social levels and capitalizes on social virtue, piety, responsibility, citizenship behavior, altruism, and morality.

Positive psychology observes the following characteristics over time:

1. Satisfaction with the past
2. Cheerfulness and happiness with the present
3. Hope and optimism for the future

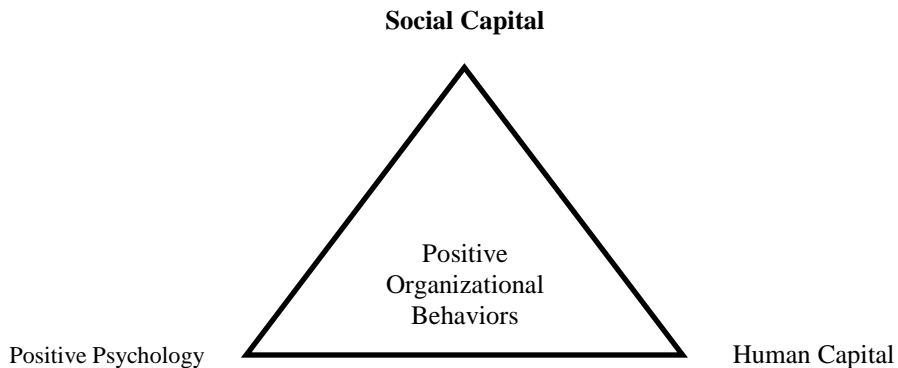


Fig. 1. The constituting factors of positive organizational behaviors

Luthans *et al.*, (2004) believe that the optimal combination of positive psychology, human capital and social capital is an inevitable necessity to form a positive organizational behavior (Luthans *et al.*, 2004; Luthans & Joseph, 2004).

The constituent elements of positive organizational behavior can be seen below:

Creating hope, wishes, self-confidence, and self-esteem is different in Luthans's theory as it focuses on the study and evaluation of these positive features and is related to the work environment and organization. Luthans and Yusuf (2007) have proposed four basic dimensions of positive organizational behavior including:

1. Self-confidence
2. Hope
3. Optimism
4. Resilience

Since positive organizational behavior is the detection, recognition, and application of potential positive psychological human resources that can be measured and managed to improve organizational performance (Luthans, 2008), current managers should avoid engaging one's mind in human disadvantages and failures. Instead, they ought to focus on positive features and they have thus been able to develop and expand hope, self-efficacy, optimism, and self-confidence and improve individual and organizational performance. Now, given that social capital and human capital and positive psychology are inevitable in forming positive organizational behavior and, as they are a general basic step to advance organizational objectives and improve organizational performance, we use a main hypothesis and five subsidiary hypotheses to explain this subject at Shahrud University of Medical Sciences. With regard to the degree to which the staff have access to the ethical climate of the organization and its relationship with positive organizational behavior, we use the model developed Luthans and Yusuf. This model comprehensively includes all factors of corporate ethics throughout the organization to evaluate the organizational ethical climate and then discuss the correlation between these two variables. Therefore, in this study, we use the model developed by Victor and Cullen (1987 and 1988) to assess the ethical climate of the organization. The ethical climate types found in this theory are: A) the instrumental ethical climate, B) the ethical climate of caring, C) the ethical climate of independence, D) the ethical climate of organizational rules, and E) the ethical climate of professional rules. To examine positive organizational behavior, we use the model developed by Luthans and Yusuf (2007). This theory includes aspects of self-confidence, hope, optimism and resilience.

For many years, psychologists focused on the negative aspects of performance and human behavior and less attention was paid to the positive features. Recently, however, a movement

has emerged in the field that focuses on the positive aspects of behavior in seeking the growth and development of individuals, organizations, and society and its main effects can be observed in academic and applied research (Simar Asl *et al.*, 2010). The researchers are of the opinion that by relying on the theory of positive organizational behavior, the staff can realize their innermost potentials and organizational efficiency can be promoted through the efforts that are facilitated by capacities and abilities inherent to all human beings. Humans become aware of their potential powers and the abilities to realize their self-esteem through positive organizational behavior. The realization of such capabilities provides them with self-esteem and self-confidence and this in turn makes them more mature.

Research hypotheses

The main hypothesis

There is a significant relationship between the organizational ethical climate and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

Subsidiary hypotheses

- There is a significant relationship between the instrumental ethical climate and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.
- There is a significant relationship between the ethical climate of independence and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.
- There is a significant relationship between the ethical climate of caring and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.
- There is a significant relationship between the ethical climate of rules and regulations and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.
- There is a significant relationship between the ethical climate of professional rules and ethical codes and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

Research Method

In this study, the research method follows a descriptive and correlational design in terms of methodology and nature and it is considered applied research in terms of purpose. Applied research draws on the cognitive and informational contexts through fundamental research and is used to meet human needs and improve and optimize tools, objects, and models in line with the development of welfare and promotion in human life.

In terms of its design and research method, the current research is descriptive.

In such studies, the researchers approach the qualities and features of the issue and want to know the nature of the phenomenon, the variable, and the objective or subjective features.

Statistical population

Using Cochran's formula, the sample size in this study consisted of 224 participants. This sample has been randomly selected from the staff at Shahrud University of Medical Sciences.

Questionnaire

In the present study, the standardized questionnaire of positive organizational behavior was used based on the model developed by Yusuf and Luthans (2007) to collect the data. Additionally, the standard questionnaire developed by Victor and Cullen (1988) was used to assess the organizational ethical climate and the dimensions and variables of the topic that is being investigated.

Validity

In this study, the content validity of the questionnaires was considered. In this approach, the questionnaire items were developed based on research hypotheses.

Then, these items were viewed and were finally corrected and verified by the supervising professor. Moreover, the validity of the questionnaires was determined by factor analysis. The results of the evaluation of ethical climate are provided below:

The results of Bartlett's test that approximates chi-square statistic are provided in Table 1. Bartlett's test *Sig* value is less than 5 percent (0.000), suggesting that the factor analysis is appropriate in identifying the operating structure model. In addition, since the amount of KMO is 0.789, the sample size (i.e. the number of respondents) is sufficient. On the other hand, the variance is 59.115 percent.

Therefore, the validity of the results of the factor analysis is more than 59 percent for this survey.

Table 1. The results of factor analysis for the questionnaire of organizational ethical climate

Variance percentage	Value Sig	Measure KMO
59.115	0.000	0.789

The results of the test designed for the questionnaire of positive organizational behaviors are given below:

The results of Bartlett's test that approximates chi-square statistic are provided in Table 2. Bartlett's test *Sig* value is less than 5 percent (0.000), suggesting that the factor analysis is appropriate in identifying the operating structure model. In addition, since the amount of KMO is 0.764, the sample size (i.e. the number of respondents) is sufficient. On the other hand, the variance is 54.599 percent.

Therefore, the validity of the results of the factor analysis is more than 54 percent for the survey.

Table 2. The results of factor analysis for the questionnaire of positive organizational behaviors

Variance percentage	Value Sig	Measure KMO
54.599	0.000	0.764

The results of this test for the questionnaire of positive organizational behaviors are given below:

Questionnaire reliability

To make sure of the reliability of the questionnaire distributed among the employees, the SPSS statistical software was used to calculate Cronbach's alpha coefficient for the questionnaire. This coefficient was calculated as 0.844 for the ethical climate questionnaire and 0.730 for the positive organizational behaviors.

Thus, it is concluded that the reliability of the questionnaire is acceptable.

Table 3. The values of Cronbach's alpha for the questionnaires

Organizational positive behaviors		Organizational ethical climate	
<i>Cronbach's alpha</i>	<i>Number of questions</i>	<i>Cronbach's alpha</i>	<i>Number of questions</i>
0.730	12	0.844	26

Findings

Descriptive statistics

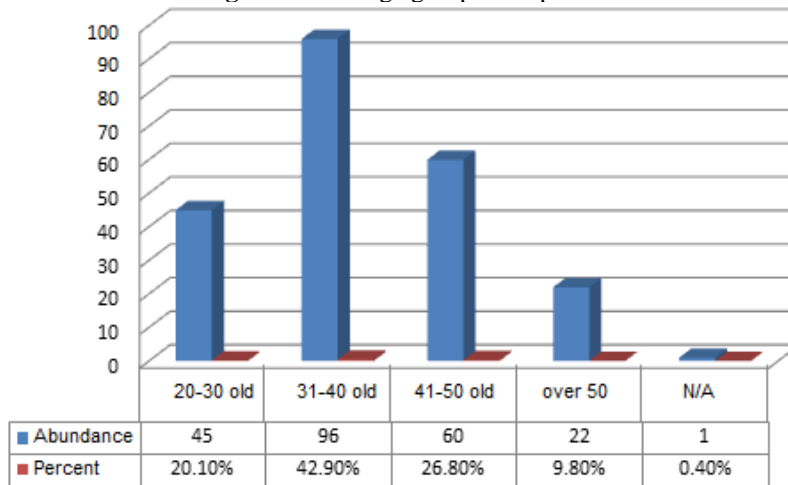
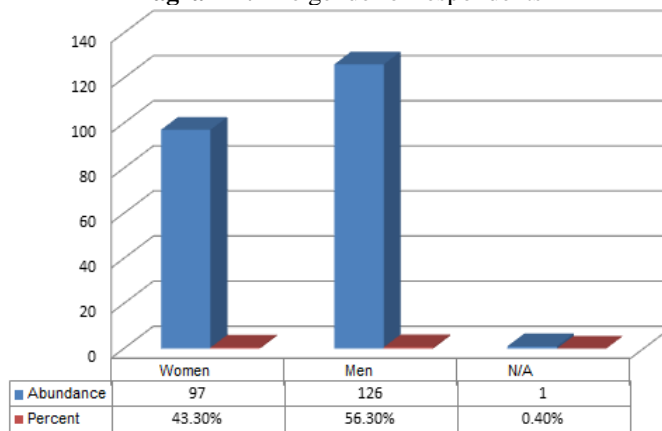
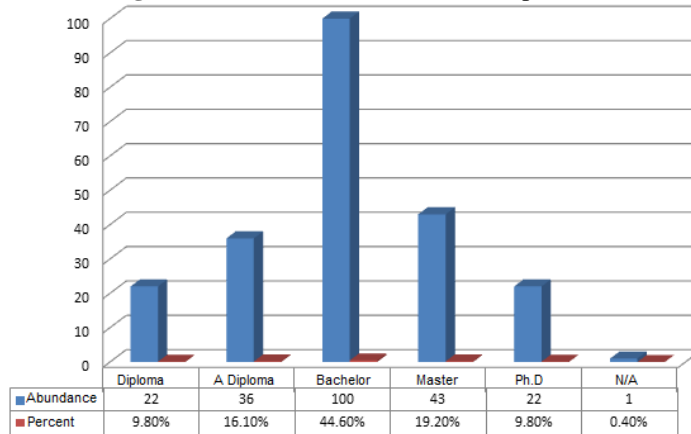
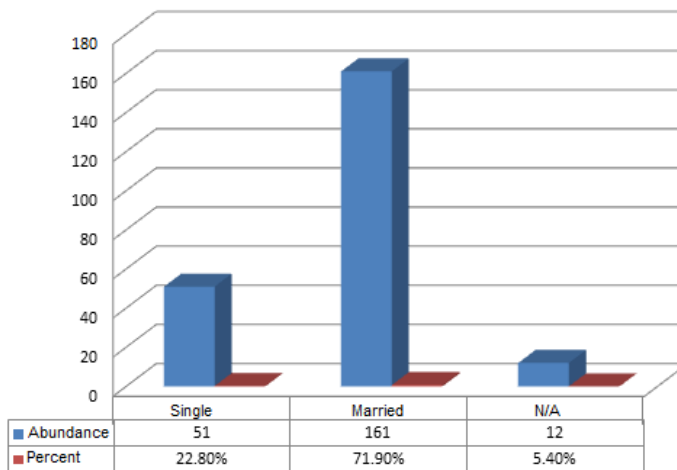
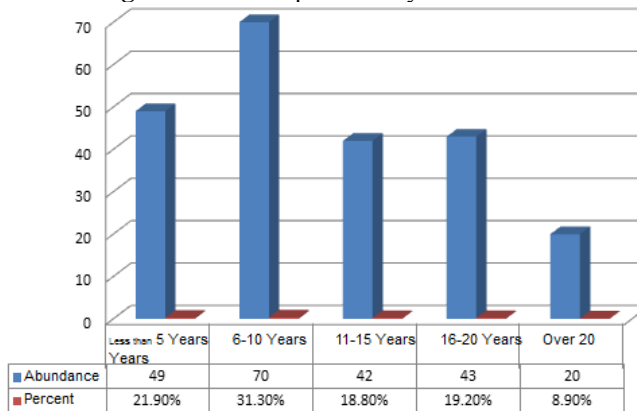
Diagram 1. The age group of respondents**Diagram 2.** The gender of respondents

Diagram 3. The educational level of respondents**Diagram 4.** The marital status of respondents**Diagram 5.** The respondents' years of service

Inferential statistics

Kolmogorov-Smirnov test

With respect to the components of the organizational ethical climate and organizational behaviors, the significance levels of the results of this test are given in Table 4. As can be seen, the positive organizational value is more than 5%, therefore, the distribution is normal and the parametric test is used to examine the hypotheses.

Table 4. The results of Kolmogorov-Smirnov test

		Organizational ethical climate	Positive organizational behavior
Number of data		224	224
Normal parameter	Mean	2.98	3.04
	SD	0.418	0.419
The highest deviation	Absolute value	0.084	0.079
	Positive	0.058	0.079
	Negative	-0.084	-0.057
Z value of Kolmogorov – Smirnov		1.253	1.182
Sig value (interquartile)		0.087	0.122

The evaluation of the main hypothesis

Table 5 shows the results of the test. This table includes the Pearson correlation coefficient, the significance level, and the number of data. According to this table, since the value of Sig (0.000) is less than 5 percent, the Pearson correlation coefficient is 0.617 for 224 data.

Therefore, the main research hypothesis is accepted and there is a significant relationship between the ethical climate and the positive organizational behaviors of the staff at Shahrud University of Medical Sciences. This coefficient is significant at the error level of 1% that is marked with **.

Table 5. The results of correlation test for the main hypothesis

		Organizational ethical climate	Positive organizational behaviors
Organizational ethical climate	Pearson correlation	1	0.617**
	Sig (interquartile)		0.000
	Number of data	224	224
Positive organizational behaviors	Pearson correlation	0.617**	1
	Sig (interquartile)	0.000	
	Number of data	224	224

The evaluation of the first subsidiary hypothesis

Table 6 shows the results of the test. The correlation coefficient is 0.564 for 223 data.

Therefore, the first subsidiary hypothesis is accepted and there is a significant relationship between the instrumental ethical climate and the positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

This coefficient is significant at the error level of 1% that is marked with **.

Table 6. The results of correlation test for the first subsidiary hypothesis

		Positive organizational behaviors	Instrumental ethical climate
Positive organizational behaviors	Pearson correlation	1	-0.564**
	Sig (interquartile)		0.000
	Number of data	224	223
Instrumental ethical climate	Pearson correlation	-0.564**	1
	Sig (interquartile)	0.000	
	Number of data	223	223

The evaluation of the second subsidiary hypothesis

Table 7 shows the results of the test. The correlation coefficient is 0.581 for 223 data.

Therefore, the second subsidiary hypothesis is accepted and there is a significant relationship between the ethical climate of independence and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

This coefficient is significant at the error level of 1% and is marked with **.

Table 7. The results of correlation test for the second subsidiary hypothesis

		Positive organizational behaviors	The ethical climate of independence
Positive organizational behaviors	Pearson correlation	1	0.581**
	Sig (interquartile)		0.000
	Number of data	224	223
The ethical climate of independence	Pearson correlation	0.581**	1
	Sig (interquartile)	0.000	
	Number of data	223	223

The evaluation of the third subsidiary hypothesis

Table 8 shows the results of the test. The correlation coefficient is 0.542 for 224 data.

Therefore, the third subsidiary hypothesis is accepted and there is a significant relationship between the ethical climate of caring and positive organizational behaviors of the staff at Shahrud University of Medical Sciences.

This coefficient is significant at the error level of 1% and is marked with **.

Table 8. The results of correlation test for the third subsidiary hypothesis

		Positive organizational behaviors	The ethical climate of caring
Positive organizational behaviors	Pearson correlation	1	0.542**
	Sig (interquartile)		0.000
	Number of data	224	224
The ethical climate of caring	Pearson correlation	0.542**	1
	Sig (interquartile)	0.000	
	Number of data	224	224

The evaluation of the fourth subsidiary hypothesis

Table 9 shows the results of the test. The correlation coefficient is 0.536 for 223 data.

Therefore, the fourth subsidiary hypothesis is accepted and there is a significant relationship between the ethical climate of organizational rules and regulations and positive organizational behaviors of the staff at Shahrud University of Medical Sciences. This coefficient is significant at the error level of 1% and is marked with **.

Table 9. The results of correlation test for the fourth subsidiary hypothesis

		Positive organizational behaviors	The ethical climate of organizational rules
Positive organizational behaviors	Pearson correlation	1	0.536**
	Sig (interquartile)		0.000
	Number of data	224	223
The ethical climate of organizational rules	Pearson correlation	0.536**	1
	Sig (interquartile)	0.000	
	Number of data	223	223

The evaluation of the fifth subsidiary hypothesis

Table 10 shows the results of the test. The correlation coefficient is 0.508 for 224 data.

Therefore, the fifth subsidiary hypothesis is accepted and there is a significant relationship between the ethical climate of professional and ethical codes and regulations and positive organizational behaviors of the staff at Shahrud University of Medical Sciences. This coefficient is significant at the error level of 1% and is marked with **.

Table 10. The results of correlation test for the fifth subsidiary hypothesis

		Positive organizational behaviors	The ethical climate of professional and ethical codes
Positive organizational behaviors	Pearson correlation	1	0.508**
	Sig (interquartile)		0.000
	Number of data	224	224
The ethical climate of professional and ethical codes	Pearson correlation	0.508**	1
	Sig (interquartile)	0.000	
	Number of data	224	224

The evaluation of the current status of the research components

The one-sample t-test is used to examine the current status of the research components.

The results of this test (Table 11) showed that the status of components is desirable. The status of the components of organizational ethical climate, positive organizational behaviors, the ethical climate of caring, the instrumental ethical climate and resilience are at the medium level and the components of the ethical climate of independence, optimism, and hope is not desirable.

The two-sample t-test was used to examine the influence of the mediating variables of gender and marital status on the views of respondents.

Confidence interval for the component of organizational ethical climate: $0.00 \leq \mu - 3 \leq 0.15 \rightarrow 3.00 \leq \mu \leq 3.15$.

Confidence interval for the component of the ethical climate of caring: $-0.26 \leq \mu - 3 \leq -0.06 \rightarrow 2.74 \leq \mu \leq 2.94$.

Confidence interval for the component of the ethical climate of professional rules: $0.16 \leq \mu - 3 \leq 0.40 \rightarrow 3.16 \leq \mu \leq 3.40$.

Confidence interval for the component of the ethical climate of organizational rules: $-0.26 \leq \mu - 3 \leq -0.04 \rightarrow 2.74 \leq \mu \leq 2.96$.

Confidence interval for the component of the instrumental ethical climate: $-0.03 \leq \mu - 3 \leq 0.20 \rightarrow 2.97 \leq \mu \leq 3.20$.

Confidence interval for the component of the ethical climate of independence: $0.27 \leq \mu - 3 \leq 0.54 \rightarrow 3.27 \leq \mu \leq 3.54$.

Confidence interval for the component of positive organizational behavior: $-0.05 \leq \mu - 3 \leq 0.10 \rightarrow 2.95 \leq \mu \leq 3.10$.

Confidence interval for the component of optimism: $-0.39 \leq \mu - 3 \leq -0.17 \rightarrow 2.61 \leq \mu \leq 2.83$.

Confidence interval for the component of hope: $-0.17 \leq \mu - 3 \leq 0.11 \rightarrow 2.17 \leq \mu \leq 3.11$

Confidence interval for the component of self-confidence: $0.62 \leq \mu - 3 \leq 0.88 \rightarrow 3.62 \leq \mu \leq 3.88$.

Confidence interval for the component of resilience: $-0.48 \leq \mu - 3 \leq -0.18 \rightarrow 2.52 \leq \mu \leq 2.82$.

Table 11. The results of one-sample t-test

Components	M	SD	t statistic	Df	Sig	95% confidence interval of sample mean difference	
						Lower level	Upper level
Organizational ethical climate	2.98	0.418	-0.873	223	0.383	-0.08	0.03
The ethical climate of caring	2.94	0.525	-1.592	223	0.113	-0.13	0.01
The ethical climate of professional rules	3.10	0.726	2.063	223	0.040	0.00	0.20
The ethical climate of organizational rules	3.16	0.660	3.636	222	0.000	0.07	0.25
Organizational ethical climate	2.98	0.502	-0.568	222	0.571	-0.09	0.05
The ethical climate of independence	2.71	0.773	-5.577	222	0.000	-0.39	-0.19
Positive organizational behavior	3.04	0.419	1.521	223	0.130	-0.01	0.10
Optimism	2.77	0.606	-5.732	223	0.000	-0.31	-0.15
Hope	2.88	0.671	-2.607	223	0.010	-0.21	-0.03
Self-confidence	3.57	0.832	10.312	223	0.000	0.46	0.68
Resilience	2.95	0.665	-1.088	223	0.278	-0.14	0.04

Two-sample t-test results

The test of the role of gender in the view of respondents

We use the two-sample t-test to measure the differences between the views of female and male respondents about the main features of organizational ethical climate and positive organizational behaviors.

The results of the test in table 12 showed that there is no significant relationship between the views of men and women with regard to the components of the instrumental ethical climate, the ethical climate of independence and self-confidence at 5% error level and thus their views are identical. As regards the components of the organizational ethical climate, positive organizational behaviors, the ethical climate of caring, the ethical climate of professional and ethical codes, the ethical climate of organizational rules and regulations, optimism, hope, and resilience, there was a significant relationship between the views of men and women at 5% error level and thus their views are not identical.

Table 12. The test results of the role of gender in the view of respondents

Components	Gender	M	SD	Levene test for the equality of variances		t-test for the equality of means		
				F statistic	Sig level	T statistic	Df	Sig (interquartile)
Organizational ethical climate	Female	2.87	0.409	0.487	0.486	-3.279	221	0.001
	Male	3.06	0.410					
The ethical climate of caring	Female	2.82	0.541	1.450	0.230	-3.149	221	0.002
	Male	3.04	0.496					
The ethical climate of professional rules	Female	2.93	0.759	1.720	0.191	-3.041	221	0.003
	Male	3.23	0.678					
The ethical climate of organizational rules	Female	3.02	0.699	0.777	0.379	-2.887	220	0.004
	Male	3.27	0.610					
Instrumental ethical climate	Female	2.94	0.534	1.334	0.249	-1.089	220	0.278
	Male	3.01	0.479					
The ethical climate of independence	Female	2.64	0.769	0.013	0.908	-1.206	220	0.229
	Male	2.76	0.778					
Positive organizational behaviors	Female	2.94	0.390	0.102	0.749	-3.353	221	0.001
	Male	3.12	0.426					
Optimism	Female	2.63	0.543	1.471	0.226	-2.985	221	0.003
	Male	2.87	0.635					
Hope	Female	2.78	0.623	1.168	0.281	-2.054	221	0.041
	Male	2.96	0.698					
Self-confidence	Female	3.54	0.851	0.014	0.908	-0.502	221	0.616
	Male	3.60	0.822					
Resilience	Female	2.81	0.555	4.440	0.036	-2.899	220.993	0.004
	Male	3.06	0.726					

The evaluation of the role of marital status in the view of respondents

The results of the test showed that there is no significant relationship between the views of married and single respondents with regard to the components of the instrumental ethical climate, organizational ethical climate, positive organizational behaviors, the ethical climate of caring, the ethical climate of professional and ethical codes, the ethical climate of organizational rules and regulations, optimism, hope, and resilience, the ethical climate of

independence and self-confidence at 5% error level and thus their views are identical in this regard.

The results of multiple comparisons of population means (ANOVA)

The test of the role of age in the view of respondents

The results of table 13 showed that the views are identical in the components of the organizational ethical climate, positive organizational behaviors, the ethical climate of caring, the ethical climate of professional and ethical codes, the ethical climate of organizational rules and regulations, optimism, hope, and resilience. However, the views differ in the components of instrumental ethical climate and the ethical climate of independence.

Table 13. The results of the test of the role of age in respondents' views

The ethical climate of independence	Instrumental ethical climate	The ethical climate of organizational rules	The ethical climate of professional rules	The ethical climate of caring	Organizational ethical climate	Component
2.912	3.503	1.943	1.520	0.475	2.411	F statistic
0.035	0.016	0.124	0.210	0.700	0.068	Sig value
Resilience		Self-confidence	Hope	Optimism	Positive organizational behaviors	Component
0.827		0.931	2.219	0.324	0.460	F statistic
0.480		0.427	0.087	0.808	0.711	Sig value

To determine which means are different with regard to the components of instrumental ethical climate and the ethical climate of independence, we use a post-hoc test. One such test is Tukey which is going to be discussed in what follows.

The instrumental ethical climate

In Table 14, the Tukey test results are provided. In the column dealing with the difference of means, the significant differences are marked with *. As can be seen, according to Tukey test, there is a significant difference between the mean of 41 to 50 age group and the mean of the age group above 50 years (*Sig* value is less than 5%).

Table 14. Tukey test results for the component of instrumental ethical climate

Dependent variable	Age (I)	Age (J)	SD (I-J)	Sig.
Instrumental ethical climate	20 – 30 years	40 – 31 years	-0.023	0.994
		50 – 41 years	0.161	0.362
		Above 50	-0.214	0.349
	40 – 31 years	20 – 30 years	0.023	0.994
		50 – 41 years	0.184	0.112
		Above 50	-0.191	0.363
	50 – 41 years	20 – 30 years	-0.161	0.362
		40 – 31 years	-0.184	0.112
		Above 50	-0.375*	0.014

	Above 50	20 – 30 years	0.214	0.349
		40 – 31 years	0.191	0.363
		50 – 41 years	0.375*	0.014

The ethical climate of independence

According to Tukey test, there is a significance difference between the means of different age groups (*Sig* value is above 5%)

The test of the role of educational level in respondents' views

The results of table 15 showed that the views are identical in the components of the ethical climate of caring, the ethical climate of organizational rules and regulations, hope, and self-confidence. However, the views differ in the components of instrumental ethical climate and the ethical climate of independence, the ethical climate of the organization, positive organizational behaviors, the ethical climate of professional and ethical codes, optimism, and resilience.

Table 15. The results of the role of education in respondents' views

The ethical climate of independence	Instrumental ethical climate	The ethical climate of organizational rules	The ethical climate of professional rules	The ethical climate of caring	Organizational ethical climate	Component
6.098	4.296	1.239	2.914	1.342	4.701	F statistic
0.000	0.002	0.295	0.022	0.255	0.001	Sig value
Resilience		Self-confidence	Hope	Optimism	Positive organizational behaviors	Component
4.291		1.815	2.048	4.656	3.216	F statistic
0.002		0.127	0.089	0.001	0.014	Sig value

We use Tukey test to determine which means are different with regard to the components of organizational ethical climate, positive organizational behaviors, the ethical climate of professional and ethical codes, instrumental ethical climate, the ethical climate of independence, optimism and resilience. In what follows, these components will be discussed.

The ethical climate of the organization

In Table 16, the Tukey test results are provided. As can be seen, according to Tukey test, there is a significant difference between the mean of the group with high school completion degrees and the mean of the group holding BAs. There is also a significant difference between the mean of the group with high school completion degrees and the mean of the group holding Mas. This is also true of the mean of the group with high school diplomas and that of the group holding PhDs (*Sig* value is less than 5%).

Table 16. Tukey test results for the component of organizational ethical climate

Dependent variable	Education level (I)	Education level (J)	SD (I-J)	Sig.
Organizational ethical climate	High School Diploma	Associate's Degree	0.218	0.275
		BA	0.376*	0.001
		MA	0.308*	0.033
		PhD	0.416*	0.007
	Associate's Degree	High School Diploma	-0.218	0.275
		BA	0.157	0.269
		MA	0.090	0.861
		PhD	0.197	0.376
	BA	High School Diploma	-0.376*	0.001
		Associate's Degree	-0.157	0.269
		MA	-0.067	0.893
		PhD	0.040	0.994
	MA	High School Diploma	-0.308*	0.033
		Associate's Degree	-0.090	0.861
		BA	0.067	0.893
		PhD	0.107	0.851
	PhD	High School Diploma	-0.416*	0.007
		Associate's Degree	-0.197	0.376
		BA	-0.040	0.994
		MA	-0.107	0.851

The ethical climate of professional rules

According to Tukey test, there is a significant difference between the mean of the group with high school diplomas and the mean of the group with bachelor's degrees (The significance value is less than 5%).

The instrumental ethical climate

According to Tukey test, there is a significant difference between the mean of the group with high school diplomas and the mean of the group with Bachelor's Degrees and also the mean of the group with high school diplomas and the mean of the group with PhDs (The significance value is less than 5%).

The ethical climate of independence

According to Tukey test, there is a significant difference between the mean of the group with high school diplomas and the mean of the group with bachelor's degrees and the mean of the group with high school diplomas and the mean of the group with Master's Degrees, and also the mean of the group with high school diplomas and that of the group with PhDs (The significance value is less than 5%).

Positive organizational behaviors

According to Tukey test, there is a significant difference between the mean of the group with high school diplomas and the mean of the group with bachelor's degrees and also the mean of the group with high school diplomas and the mean of the group with Master's Degrees (The significance value is less than 5%).

Optimism

According to Tukey test, there is a significant difference between the mean of the group with PhDs and the mean of the group with high school diplomas, the mean of the group with PhDs and the mean of the group with Associate's Degrees, the mean of the group with PhDs and the mean of the group with BAs, and also the mean of the educational group holding a PhD and those with an MA (The significance value is less than 5%).

Resilience

According to Tukey test, there is a significant difference between the mean of the group with high school diplomas and the mean of the group with Associate's Degrees, the mean of the group with high school diplomas and the mean of the group with Bachelor's Degrees, the mean of the group with high school diploma and the mean of the group with Mas, and the mean of the educational group holding a PhD and those with a high school completion degree (The significance value is less than 5%).

The evaluation of the effect of the years of service in the view of respondents

The results of table 17 showed that the views are identical in the components of positive organizational behaviors, instrumental ethical climate, optimism, hope, and self-confidence.

However, the views differ in the components of the ethical climate of independence, the ethical climate of caring, the ethical climate of the organization, the ethical climate of organizational rules and regulations, the ethical climate of professional and ethical codes, and resilience.

Table 17. The test results concerning years of service in respondents' views

The ethical climate of independence	Instrumental ethical climate	The ethical climate of organizational rules	The ethical climate of professional rules	The ethical climate of caring	Organizational ethical climate	component
2.827	0.711	2.875	2.524	3.694	3.763	F statistic
0.026	0.586	0.024	0.042	0.006	0.006	Sig value
Resilience		Self-confidence	Hope	Optimism	Positive organizational behaviors	component
2.564		1.174	0.473	1.537	1.277	F statistic
0.039		0.323	0.755	0.192	0.280	Sig value

We use Tukey test to determine which means are different with regard to the components of the organizational ethical climate, the ethical climate of caring, the ethical climate of professional and ethical codes, the ethical climate of organizational rules and regulations, the ethical climate of independence, and resilience. In what follows, these components will be discussed.

The ethical climate of the organization

In Table 18, the Tukey test results are provided. As can be seen, according to Tukey test, there is a significant difference between the mean of the group with 5 to 10 years of service and the mean of the group with 16 to 20 years of service.

There is also a significant difference between the group with 11 to 15 years of service and the one with 16 to 20 years of service (Sig value is less than 5%).

Table 18. The results of Tukey test for the component of organizational ethical climate

Dependent variable	Years of service (I)	Years of service (J)	SD (I-J)	Sig.
Organizational ethical climate	Less than 5 years	5 – 10 years	-0.067	0.903
		11 – 15 years	-0.169	0.286
		20 – 16 years	0.158	0.347
		More than 20 years	-0.075	0.958
	5 – 10 years	Less than 5 years	0.067	0.903
		11 – 15 years	-0.102	0.707
		20 – 16 years	0.225*	0.039
		More than 20 years	-0.008	1.000
	11 – 15 years	Less than 5 years	0.169	0.286
		5 – 10 years	0.102	0.707
		20 – 16 years	0.326*	0.003
		More than 20 years	0.094	0.916
	20 – 16 years	Less than 5 years	-0.158	0.347
		5 – 10 years	-0.225*	0.039
		11 – 15 years	-0.326*	0.003
		More than 20 years	-0.233	0.220
	More than 20 years	Less than 5 years	0.075	0.958
		5 – 10 years	0.008	1.000
		11 – 15 years	-0.094	0.916
		20 – 16 years	0.233	0.220

The ethical component of caring

Based on the results of Tukey test, there is a significant difference between the mean of the group with 11 to 15 years of service and the mean of the group with 16 to 20 years of service (i.e. Sig value is less than 5%).

The ethical climate of profession and ethical codes

Based on the results of Tukey test, there is a significant difference between the mean of the group with 11 to 15 years of service and the mean of the group with 16 to 20 years of service (i.e. Sig value is less than 5%).

The ethical climate of organizational rules and regulations

Based on the results of Tukey test, there is a significant difference between the mean of the group with 11 to 15 years of service and the mean of the group with 16 to 20 years of service (i.e. Sig value is less than 5%).

The ethical climate of independence

Based on the results of Tukey test, there is no significant difference between the mean of the groups with different years of service (i.e. Sig value is larger than 5%).

Resilience

Based on the results of Tukey test, there is a significant difference between the mean of the group with 5 to 10 years of service and the mean of the group with 16 to 20 years of service (i.e. Sig value is less than 5%).

The evaluation of the role of employment status in respondents' views (Multiple comparisons of population means: ANOVA)

The results of table 19 showed that the views of different groups with various employment types are identical in all components of positive organizational behaviors, instrumental ethical climate, optimism, hope, self-confidence, the ethical climate of independence, the ethical climate of caring, the ethical climate of the organization, the ethical climate of organizational rules and regulations, the ethical climate of professional and ethical codes, and resilience.

Table 19. The evaluation of the role of employment status in respondents' views

The ethical climate of independence	Instrumental ethical climate	The ethical climate of organizational rules	The ethical climate of professional rules	The ethical climate of caring	Organizational ethical climate	component
0.864	0.980	1.798	0.727	2.587	0.891	F statistic
0.460	0.403	0.149	0.537	0.054	0.447	Sig value
Resilience		Self-confidence	Hope	Optimism	Positive organizational behaviors	component
0.449		0.107	0.666	1.824	0.828	F statistic
0.718		0.956	0.574	0.144	0.480	Sig value

Conclusions

The results show that the administrators of Shahrud University of Medical Sciences can manage the ethical climate of the organization to affect the behaviors of the staff at the organization and increase the positive and ethical behaviors of the organization. It is imperative that the administrators of Shahrud University of Medical Sciences know that expecting ethical behaviors and positive organizational behaviors to emerge among the staff is completely beneficial so long as they act accordingly. The behaviors governing the organization are fully mutual which means that undesirable behavior from one side cannot be followed by the positive behavior of the other side. Then, if organizations are willing to improve their behavioral environment, they should be committed to act in an ethical and humane manner before advising their staff to act accordingly. As an organization expects to observe positive organizational behavior among the employees more frequently, it must promote the commitment regarding ethical behaviors towards the employees and the entire organization.

The way employees behave is a reflection on the managers and, if this is the case, any change in this reflection involves changing the initial behaviors. The theory of ethical climate points to the fact that it is possible to make practical efforts to manage the ethical climate of organizations instead of making laws and regulations and resorting to the disciplinary, unilateral, and managerial control along with reinforcements and restrictions (which are often counterproductive).

In this way, some kind of conscious commitment and responsibility will emerge for the staff and managers and negative organizational behaviors will be replaced with positive alternatives.

Final analysis model

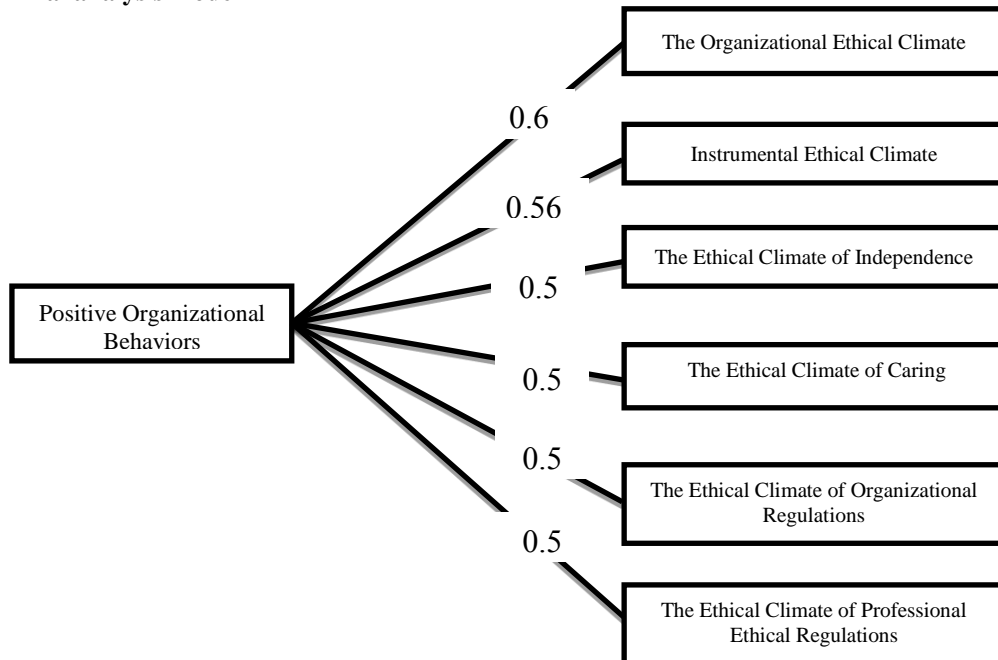


Fig. 3. The final analysis models

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