The Influence of organizational ethics on employee work performance by intervening organizational commitment and Job satisfaction

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Abstract  
This research has been conducted on the respondents of private banking sector of Pakistan, in context of implications of organizational ethics on work performance of bank employees by intervening role of organizational commitment and job satisfaction. The analysis has been done through Smart PLs software by using Algorithm and Bootstrapping analysis techniques of Structural equation Modeling (SEM). Survey operationalized the findings of 143 respondents which were employee of the banks. The findings of the research has explored that there is positive linkages among organizational work ethics on employee performance directly and indirectly via mediation role of job satisfaction and commitment. Furthermore, research has contributed by accumulation in literature and demonstrating the administrative insinuations.

Keywords: Organizational ethics, Job Satisfaction, Organizational Commitment, Work Performance.

INTRODUCTION  
In 1975, Schneider argued strappingly that because of the many different forms of environments located in an institute, scholars must place the program in a familiar
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environment. Furthermore, researchers must determine the location of these elements of the environment based on clear information.

Organizational ethics is the type of work environment that inspires spirit within an association. They support workers to choose what is right and wrong in a relationship. Cullen (1990) completed the main work on classifying the types of specialized organizations within the organization. They provided six different types of environments: intellectual property, intellectual property, law, equipment, production, and freedom. A variety of readings have studied the impact of the behavioral environment on performance. Fu and Deshpande (2012) initiate that on different forms of ethical environments, organizational ethics were most closely related to the behavior of Chinese workers in a total of 208 ironclad organizations. Therefore, we will use this type of environment in our analysis. In a professional society, good judgment is the best idea for everyone in the community. In this environment, some methods of monitoring morality, such as a set of rules, will not work, while other practices, such as morality are taught using an effective method, will be additional successful (Cullen 1990). Preliminary research has originate that organizational decisions are strongly influenced. Deshpande (1996) found that respondents who accepted their associations as having organizational ethics were more interested in their bosses to a total of 252 directors of a big non-profit association. Goldman and Tabak (2010) suggest that mental and administrative environments significantly affected all aspects of job performance of 95 employees working in one of the medical hospitals in the territory of Israel. The study by Jaramillo et al. (2006) showed that specific order resulted in low job struggle and job instability and high accomplishment. Meeusen et al. (2011) found that characteristics of the work environment have very important relationships in job performance, for example, causing them to feel that they change an important part of the association’s statement of intent and provide appropriate opportunities to learn and develop.

Huang (2008) argue that hospital leaders can create in communities an environment of intellectual, independent, and selective growth. satisfaction, while at the same time refraining from improving the type of equipment environment to reduce. We expect that organizational ethics will expressively influence on job satisfaction of Pakistani bank employees

HYPOTHESIS DEVELOPMENT
ORGANIZATIONAL ETHICS AND JOB SATISFACTION

There are many factors involved in job satisfaction. These include the actual work, pay or wages, sighting, moving forward important open doors, working together (Luthans, 2006); motivation arising from working relationships, inspiring attitudes, reliance on the strength of the board (El-Kot, 2009); personal well-being, self-satisfaction, self-improvement, and relationships between partners, and between managers and agents (Haupt, 2010). Administrations should emphasis on regular members in terms of their job satisfaction and their good and successful work (Khan, Farooq and Hussain, 2010). Job satisfaction is not only a manifestation of the result or dissatisfaction with a member’s life, but also increases the psychological impact of the employee. and his life. Higher thinking and higher employee satisfaction will stimulate a successful relationship (Locke, Latham and Erez, 1988). The effective result of discipline in getting the job done in the right way depends on a wide range of professionals. It is described by researchers focusing on the impact of organizational
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ethics on job satisfaction among students in Malaysia (Mohamed et al., 2010); representatives in mobilization and organizational management in Arab countries (Yousef, 2000) and in organizational ethics in Indonesia (Rokhman, 2010). Such studies have also been discriminated against because of the Confucian order to directors in Singapore and Protestant organizations in the mata’i in America about the fulfillment of assignments (Williams and Sandler, 1995; Cullen et al., 2003).

H1. Organizational Ethics is positively associated with job satisfaction in private banking sector banks in Pakistan

ORGANIZATIONAL ETHICS AND ORGANIZATIONAL COMMITMENT
Some exploration has been done among the ethical organization and the organization commitment. Cullen et al. (2003) suggested that organizational kindness had a positive effect of commitment. Filipova (2011) found that a specialist organization has a particular impact on the community of nurses in the western US. Yancey (2012) predicted that employees of organizations that previously possessed cognitive change and reduced continuous change were more likely to express feelings and classify organizational duties than representatives of organizations that practiced cognitive change and cognitive change. The study by Kang et al. (2011) showed that the social organizational environment is an important indicator of organizational commitment in South Korea. Tsai (2008) in a sample of 340 representatives and found that specific organizations were all involved in the organization of duties. A new study of members working in a Chinese organization that generates confidential information compared to other types of social and behavioral organizations. organizational structure severely affected the Chinese delegation (Deshpande 2012).

H2: Organizational Ethics positively implicates on organizational commitment among employees working in private banks of Pakistan

ORGANIZATIONAL ETHICS AND EMPLOYEE WORK PERFORMANCE
Few studies have been conducted to inspect the influence of organization’s ethics on employee performance. Performance management is a term used to describe how well an employee yet performs their business roles (Caillier 2010). Ingram (1996) ensure that the performance of consumer standards is directly related to their ethical judgment. Jaramillo et al. (2006) found that a high level of professionalism triggers a high level of employment of retailers working for a large retailer selling on a long-term retail line at 68 stores in 16 states. Elci et al. (2007) suggested that professional traits would be associated with job performance in a review of 253 randomly selected participants from ten production-specific organizations. Kim and Brymer (2011), in a study of 324 central leaders, found that the performance of leader behavior through models affected job performance through the mentoring function of full sense of duty. and additional work. Sabir et al. (2012) found that social behaviors significantly influenced employee performance through the influence of disciplinary control in a total of 150 participants. The study of Sheraz et al. (2012) showed a positive and significant correlation between clean governance and representative performance in a sample of 377 nearby administrative staff and international NGOs operating in Pakistan. Therefore, we expect that the specific instruction significantly affects the performance of the tasks and provides information together:
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H3. Organizational Ethics is positively related with work performance of employees in Pakistani private banks.

JOB SATISFACTION WITH ORGANIZATIONAL COMMITMENT
Many previous studies have focused on the association of workers. This is important because organizational role is a solid indicator of a particular course of behavior (Yusuf, 2006). According to Awamleh (1996), organizational commitment has been found to manifest in past speech management as an important factor in the achievement, development and consolidation of a relationship. Mowday et al. (1979) show the role of the overall strength of one’s relationship and contribution to a specific relationship. Research for the relationship between job satisfaction and organizational commitment has been mixed. For example, Curry et al. (1986) did not seek help for the relationship between job satisfaction and organizational commitment.
Peterson et al. (2003) did not examine evidence for the association. Alpander (1990) searched down critical areas of strength for a link between job performance and organizational responsibilities. In Greek association, Markovits et al. (2007) sought below help for the communication between organizational emotional commitment and attitudes and task performance. Thus, it is:

H4. Job satisfaction having positive linkage in formulation of organizational commitment among employees

JOB SATISFACTION WITH EMPLOYEE WORK PERFORMANCE
Total job satisfaction is like confidence about the different characteristics of their work. Job's satisfaction is the emotional joy that comes from evaluations filled by people of achieving or improving the results of the value of the work (Lock, 1969). Satisfaction with work creates a sense of well-being in people, while at peace it expresses a hopeful emotional response to the need for power.
The researchers additional explanation of that accomplishment is made when people understand the importance of tradition in meeting the prerequisites. For people who work hard job satisfaction is one of the important elements. The importance of job satisfaction is related to the fact that a person has access to an appropriate number of skills and qualities to motivate professionals to remain and continue, using a large degree of time and fulfilling their responsibilities.
Many researchers agree that job satisfaction is a direct result of comparative performance at different levels within an organization. This may be the main topic discussed in detail in management practices, organizational management, staff and board personnel. In a nutshell job satisfaction is a good feeling of the work being done, with a combination of mission and vision and a state of mind Lewis et al. (2002). As Steijn, B (2002) points out, job satisfaction is a satisfying response that results from knowing a person's work license or fulfilling his or her responsibilities. same routine. People need to achieve their capital through work done knowingly or accidentally. Job satisfaction is the amount by which members consider their jobs

H5. Job satisfaction results in enhancement in performance of employees
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ORGANIZATIONAL COMMITMENT TO EMPLOYEE WORK PERFORMANCE
Organizational roles are part of a member’s vision and relationship. An experimental study in tests over the past year in 14 countries (Jaramillo et al. 2005) showed that the relationship between organizational commitment and job performance is better and more established for people. trade agents rather than non-trade agents. There were also more fundamental relationships between organizational commitment and work performance for collaborators compared to individual societies. Khan et al. (2010) showed a positive correlation between organizational duties and staff performance and in a similar study of the three elements of regulatory duties, the regulation of duties significantly affects the performance of members. Darolia et al. (2010), a total of 231 professional-talent men from different units of National Fertilizer Ltd., India, searched down a positive relationship between organizational roles, and organizational assistance and their significant commitment to selection of performance standards. Jamal (2011) describes that organizational role strongly influences performance and directs the relationship between social workload and job performance in Malaysia and Pakistan. In this way, we expect that organizational role will fully influence the performance of members’ work and provide collective information.

H6. Organizational committed employees use to perform in a better way.

Figure 1. Conceptual Framework

MATERIAL AND METHODS
In view of the past writing survey, this study fostered a reasonable structure as displayed in Figure 1. Four dormant factors/structures are evoked for the system, to be specific organizational ethics, job satisfaction, organizational commitment and employee performance, with eight, five, six and three indicators, individually. Organizational ethics and organizational commitment utilize intellectual indicators on the grounds that the indicators reflect both inactive factors (Ali, 1988), while job satisfaction utilizes developmental indicators in light of the fact that the indicator can make or impact this idle variable (Robbins, 2003). Job satisfaction and commitment are endogenous factors, while organizational ethics are exogenous factors.
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POPULATION AND SAMPLING STRATEGY
This study used important information obtained from independent research. All the respondents of this survey are full-time employees working in private bank branches in Pakistan and the total number of employees is approximately 143. Respondents were selected with the intention of becoming key data for the study. This study aims to examine the systematic relationships between organizational behavior, job satisfaction, and community purpose. The study was conducted by the researchers using interview guidelines. Each measure of latent variability was measured using a 7-point Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree). “The symbols in this study are additional translations of symbols developed by Victor and Cullen (1988) and Ali (1988) for specific organizations; Luthans (2006) for job satisfaction, Wangller (2007) for employee well-being and Allen & Meyer (1990) for organizational commitment.”

STRUCTURAL EQUATION MODELING
Structural Equation Modeling (SEM) is a statistical-based multivariate modeling methods. Application of SEM is similar but more powerful than regression analysis; and number of scientists using SEM in their research is rapidly increasing. This review article algorithmically discusses the SEM methodology. SEM strategies, SEM steps and SEM stages are introduced in this article; validity tests are presented as well. Novelty of this article is in modified steps of SEM application in modeling strategies, also in its developed practical comprehensive SEM application flowchart. This article is a roadmap for business advisors and those scholars trying to compute SEM for their decision making, complex modeling and data analysis programming Structural Equation Modeling (SEM) is a statistical-based multivariate modeling methods. Application of SEM is similar but more powerful than regression analysis; and number of scientists using SEM in their research is rapidly increasing. This review article algorithmically discusses the SEM methodology. SEM strategies, SEM steps and SEM stages are introduced in this article; validity tests are presented as well. Novelty of this article is in modified steps of SEM application in modeling strategies, also in its developed practical comprehensive SEM application flowchart. This article is a roadmap for business advisors and those scholars trying to compute SEM for their decision making, complex modeling and data analysis programming Structural Equation Modeling (SEM) is a statistical-based multivariate modeling methods. Application of SEM is similar but more powerful than regression analysis; and number of scientists using SEM in their research is rapidly increasing. This review article algorithmically discusses the SEM methodology. SEM strategies, SEM steps and SEM stages are introduced in this article; validity tests are presented as well. Novelty of this article is in modified steps of SEM application in modeling strategies, also in its developed practical comprehensive SEM application flowchart. This article is a roadmap for business advisors and those scholars trying to compute SEM for their decision making, complex modeling and data analysis programming. The analysis of this research has been done via using the statistical software Smart PLs (Partial least Squares). Structural equation modeling analysis has been performed by using both Algorithm and bootstrapping analysis techniques. According to Hair et al (2012) Smart PLs based SEM
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modeling is multivariate modeling method quite similar to regression but much powerful in context of internal consistency reliability of both indicators and latent variables. this is considered as 2nd generation analysis tool and its usage is rapidly growing by researchers in entire world(Hair et al., 2012).

DESCRIPTIVE RESULTS
The majority of respondents were younger than 40 years old (83 percent), female (52 percent), and had a first university degree (88 percent). Bankers are mostly first degree workers as they can easily comprehend the work cycle and adjust to the changing climate in the association for consumer loyalty. In excess of 60% of respondents were single and had served for a very long time or less.

Furthermore, according to the findings of the central tendencies and dispersion analyses of data, it has been identified that all latent variables having quite significant Mean and Standard deviation as questionnaire has utilized Seven Point Likert Scale thus their Median is 3.5 and all values having above than 3.5 values as OE having value of 4.6, JS having value of 5.3, OC and Ep having also values of 4.8 and 5.2 with collectively deviation above than 1.00 which validates the internal consistency and margin of mean curve of data towards hypothesized opinions and findings.

ALGORITHM MODEL FINDINGS
According to (Hair et al., 2014), the algorithm determines whether the constructors in the sample are more uniform or not. The square root is compared to AVE as a special constructor and the coordination of this constructor with other constructors. The cost of AVE farming should be higher than once. Fornell and Larcker (1981) suggested that the square root of the AVE in each latent variance could be used to establish predictive bias if this value was greater than other cumulative comparisons within the latent variables. Table 1 is created for this with Smart Pls version 3 in which the square root of AVE is calculated and written in bold on the diagonal of the table as OE and JS having very strong values 0.712 and 0.878 which are quite significant by greater than significance level of 0.7, similarly OC and EP also having significant values of 0.890 and 0.718 which shows that discrimination is quite valid as literature has proposed. The correlations between the latent variables are copied from the “Latent Variable Correlation” from Table 2.

Table 1. Correlation on the diagonal of constructs

<table>
<thead>
<tr>
<th>Variable</th>
<th>OE</th>
<th>JS</th>
<th>OC</th>
<th>EP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Ethics</td>
<td>0.712</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.651</td>
<td>0.878</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.748</td>
<td>0.717</td>
<td>0.890</td>
<td></td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.720</td>
<td>0.326</td>
<td>0.669</td>
<td>0.718</td>
</tr>
</tbody>
</table>

In Table 2. AVE has been calculated as discussed above in table one while formulation of divergent validity values. According to Bagozzi and Yi, (1988) and Hair et al., 2012). Significance value of AVE is 0.5. Here all latent variables having significant and strong average
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variance extraction with value of OE with 0.508, JS with 0.772, OC with 0.793 and Ep with the value of 0.516 which show good latent variable internal consistency and validate convergence as hypothesized from literature. Typically, “Cronbach’s alpha” is used to measure internal fidelity in social science research but is intended to provide a measure of accuracy in PLS-SEM. Previous articles have recommended the use of “Composite Reliability” as a substitute (Bagozzi and Yi, 1988; Hair et al., 2012). Here all value of Composite reliably and Cronbachs Alpha having greater than 0.7 value which confirms significant internal consistency reliability of indicators among their particular latent variables. According to Hair et al 2016, the R square validates the impact of independent latent variables on dependent latent variables, According to his study the significance of R square is greater than 0.00 value in case of dependent variable and must be 0.00 in case of independent variable. thus in context of this research only OE having value of 0.00 being as a independent variable and all remaining latent variables having particular value of greater than 0.00 which validates and confirms the role of mediating variable and independent variables on dependent variables as JS having value of 0.382, OC having value of 0.684 and EP with value of 0.209 respectively.

Table 2. Overview of correlation among constructs

<table>
<thead>
<tr>
<th>Overview</th>
<th>Variable</th>
<th>AVE</th>
<th>Composite Reliability</th>
<th>R Square</th>
<th>Cronbachs Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizational Ethics</td>
<td>0.508</td>
<td>0.812</td>
<td>0</td>
<td>0.736</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction</td>
<td>0.772</td>
<td>0.837</td>
<td>0.382</td>
<td>0.745</td>
</tr>
<tr>
<td></td>
<td>Organizational Commitment</td>
<td>0.793</td>
<td>0.889</td>
<td>0.684</td>
<td>0.721</td>
</tr>
<tr>
<td></td>
<td>Employee performance</td>
<td>0.516</td>
<td>0.801</td>
<td>0.209</td>
<td>0.843</td>
</tr>
</tbody>
</table>

BOOTSTRAPPING MODEL FINDINGS

According to Mooney and Duval (1993) and Wood (2005), the bootstrap has many important implications for researchers. First, the method is clear and requires some knowledge of mathematics or basic education. Second, the statistical concepts on which the method rests are not limited. Here in Table 3. Path Coefficient table having analyses of Beta, standard error and T- Statistics which all explores the significance of hypotheses with different significant values. Beta value is significant at 0.05 and T value is significant at 1.96. Here OE is significantly related with JS with beta value of 0.347 and T value of 5.201, OE is significantly related with OC and EP with beta and T values of 0.291, 4.704 and 0.351, 5.245, Furthermore JS and OC also having significant relationship with EP with Bet and T values of 0.482, 11.293 and 0.301, 5.001 respectively.

Table 3. Path Coefficient

<table>
<thead>
<tr>
<th>Path Coefficient</th>
<th>Hypotheses</th>
<th>Beta</th>
<th>Standard Error</th>
<th>T Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>OE -&gt; JS</td>
<td>0.347</td>
<td>0.071</td>
<td>5.201</td>
<td></td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th></th>
<th>OE -&gt; OC</th>
<th>0.291</th>
<th>0.053</th>
<th>4.704</th>
</tr>
</thead>
<tbody>
<tr>
<td>OE -&gt; EP</td>
<td>0.351</td>
<td></td>
<td>0.078</td>
<td>5.245</td>
</tr>
<tr>
<td>JS -&gt; EP</td>
<td>0.482</td>
<td></td>
<td>0.032</td>
<td>11.293</td>
</tr>
<tr>
<td>OC -&gt; EP</td>
<td>0.301</td>
<td>0.062</td>
<td></td>
<td>5.001</td>
</tr>
</tbody>
</table>

Discussion and Conclusion
The main objective of this study was to investigate the impact of organizational ethics on job satisfaction, commitment as well as employee performance. The findings indicate that the influence of organizational ethics on job satisfaction is positive and significant. This study is similar to those found in Turkey, where organizational behavior is modeled by personal circumstances (Elci and Alpkan, 2009); in Indonesia, it is due to regular wages and loading on an important open door for workers for advancement (Arifuddin, 2002); in Japan among public organizations in the United States (Elkins, 2007), and in Pakistan among representatives in private and public organizations (Ahmed et al., 2012).

The sightings of this study show a positive and huge impact for the institutional morals on responsibility and implementation. These findings support a scope of past surveys (Williams and Sandler, 1995; Yousef, 2000; 2001; Ali and Al-Kazemi, 2007; Mohamed et al., 2010; Rokhman, 2010). The organizational obligation in the Bank applies to all data covered by close to home liabilities (Allen and Meyer, 1990). This is shown by the nearby to home connection of representatives to the Banks because of authoritative ethics, which are equivalent to their assumptions, the organization thinks often about workers, pleased with being workers at this bank and the representatives care about the bank. To close, this study shows that organizational ethics are vital for organizational commitment yet that they can’t naturally make high work fulfillment. Great organizational ethics can make a high organizational responsibility and performance among the representatives, which urges them to stay working with the bank despite the fact that they are less happy with their work.

Since job satisfaction might incorporate monetary qualities, a fair compensation is fundamental for work fulfillment. This study suggests that the organization ought to consider what is going on, for example, the compensation presented by the organization’s opponents for diminishing the compensation hole to improve the sensation of reasonableness and occupation fulfillment among the workers. Besides, this study proposes further exploration to investigate different variables connecting with authoritative ethics, for example, work pressure, profession achievement, employer stability and social obligation. Decorum should be considered as a directing variable connecting organizational ethics with work fulfillment. A comparative report likewise should be directed at customary banks. Notwithstanding, the discoveries in this study should be explained with caution because of the small size of the samples, and the fact that there is only one organization and little work experience.

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