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Management

Impact of Ethical Behavior on Organization and Employee Success

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Table of Contents

Chapter 1	6
1.1. Introduction.....	6
1.2. Background of the Study	6
1.3. Problem Statement.....	6
1.4. Research Aim	8
1.5. Research Objective	8
1.6. Research Question	8
1.7. Research Hypothesis.....	8
1.8. Theoretical Model.....	9
Chapter 2	10
2.1. Literature Review.....	10
2.2. Introduction.....	10
2.3. Independent Variable.....	10
2.3.1. Ethical Behavior.....	10
2.4. Dependent Variable	12
2.4.1. Organization Success	12
2.4.2. Employee Success.....	14
2.4.3. Relationship between Ethical Behavior and Organizational Success.....	15
2.4.4. Relationship between Ethical Behavior and Employee Success.	17
2.5. Theoretical Study	17
2.5.1. Maslow Hierarchy of Motivation.....	17
2.5.2. Herzberg Theory of Motivation	18
2.6. Summary of the Past studies.	19
Chapter 3: Research Methodology.....	21
3.1 Introduction.....	21

3.2. Research Design.....	21
3.3. Population of the Study.....	23
3.4. Sample Characteristics.....	23
3.5. Sample Size Determination.....	23
3.6. Data Collection Procedure	23
3.7. Method of Analysis	24
3.8. Ethical Consideration.....	25
Chapter 4: Practical Study	26
4.1. Research Findings.....	26
4.1.1. Demographics	26
4.1.2. Frequency Analysis.....	28
4.1.3. Regression Analysis	33
4.1.4 Reliability Statistics	36
4.1.5. Correlation	36
4.2. Research Recommendations	37
References.....	39

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Abstract

The present research will examine the relationship between ethical behaviour and its impact on organizational success and employee success within the healthcare sector of Riyadh. It examines how work ethics will influence employee attitudes and behaviour toward the workplace. Whereas, job satisfaction will create employee engagement that ultimately impacts the organizational success. Consequently, organizations that fail to adopt ethical behaviour face issues i.e. high turnover of employees, employee unproductivity, employee dissatisfaction, and absenteeism. Data was collected by developing a questionnaire and distributing 150 samples among the human resource managers working in the healthcare sector of Riyadh, KSA. The response was recorded on a Likert scale that varies from strongly agree to strongly disagree. Moreover, Data was analyzed through SPSS software. The reliability of this research has been assessed from the Cronbach alpha value and well validity of the research is tested from the regression model. Empirical findings revealed that there is a strong relationship between ethical behavior in an organization and employee success. Based on findings, the study recommended that the ethical behavior of employees in the healthcare sector impacts not only the organization but society as a whole.

Chapter 1

1.1. Introduction

This chapter provides a detailed discussion of research paper content which includes, background of the study, problem statement, research question, research objectives, research hypothesis, and theoretical Model.

1.2. Background of the Study

According to Sajjad & Qureshi, (2020), Saudi Arabia is considered among the second-largest Arab nations across the globe. It is the most popular Muslim nation because it is home to two of the holiest places for Muslims, Makkah, and Madina. Jahan & Al-Saigul, (2017) reported that millions of pilgrims gather every year to worship and work. People belonging to different cultures, religions, and codes of ethics are working together in the healthcare sector of Riyadh, KSA. Furthermore, it is an Islamic nation, and all government and private organizations adhere to sharia law. People encounter ethical dilemmas for a variety of reasons in the corporate world, which includes difference in culture, language, religion, codes of conduct, and opinions while working in the healthcare sector in Riyadh, KSA.

1.3. Problem Statement

The research problem identified which urges researcher to conduct this research is workplace bullying. Therefore, this research study is performed to investigate underlying causes that emerge from ethical behaviour issues having a direct impact on employee and organization success working in the healthcare industry in Riyadh. A case reported by Al-Surimi & Salam, (2020), there are a large number of workplace bullying cases reported in the healthcare facilities in Saudi Arabia. Aldawsari & Mabkhot, (2023) claimed that Workplace bullying can be defined as any type of persistent and unjustified sexual, physical, or verbal abuse that a worker endures from a person or organization. It can affect employee mental well-being such as depression, and anxiety that ultimately affect overall performance. The major reasons declared for the workplace bullying case reported are as follows, low self-esteem among employees, threat to control, jealousy, personal conflict, organizational culture, favouritism, and discrimination.



Different Stages of Work Place Bullying

Kvas & Seljak (2014) stated that healthcare professionals who reported incidents of WPB include doctors, nurses, allied health workers, and pharmacists working at multiregional healthcare facilities in Saudi Arabia. International expats are in high demand in the Saudi Arabian health sector and hospitals. Moreover, medical professionals are hired from all over the world. It was reported by Al-Hanawi & Al-Borie (2019), that WPB victims may fail to disclose regrettable incidents because of fear of losing their jobs. As a result, many healthcare settings identify high-risk work environments. A survey was conducted in which 1,074 participants participated to evaluate the ratio of employees complaining about WPB issues findings show that the percentage of victims among nurses is 48.3%, followed by administrative employees (22.7%), doctors (13.6%), technicians (12.9%), and pharmacists (2.5%).

Moreover, the human resource department must align the code of conduct with ethical behaviour to preserve rights of every individual. Additionally, management needs to prepare an action plan to monitor the risk of WPB. It can be segregated into three parts which include, detecting, reporting, and resolving. To conclude, Health care sector may face ethical issues that affect employee and organization success which include, drug shortages, work ethics, employee job satisfaction, safety of drugs, conflict among healthcare professionals, ineffective communication, and market prices. These ethical issues may arise in organizations due to various reasons, employee conflicts, the decline in the organization's reputation, and client dissatisfaction. However, unethical behaviour takes place among employees, which includes absenteeism, high turnover, ignorance, sexual harassment, bullying, corruption, bribery, and fraud. Moreover, the counter-action plan must be designed to closely monitor and control the activity of every individual working at a healthcare facility.

1.4. Research Aim

The research report aims to address the ethical issues that impact organizational and employee success. Furthermore, it will also highlight the factors that influence the job performance of employees and the organization's success.

1.5. Research Objective

- 1- To examine ethical issues that affect organizational success.
- 2- To find out the role of ethical behaviour on employee success.
- 3- To determine the role of work ethics and its influence on employee job performance.

1.6. Research Question

- 1- What is the relationship between ethical behaviour in an organization and employee success?
- 2- To what extent have organizations taken the initiative to imply ethical behaviour with the organization policy to attain organizational Success?
- 3- To employ tools and techniques that will foster employee growth and success.

1.7. Research Hypothesis

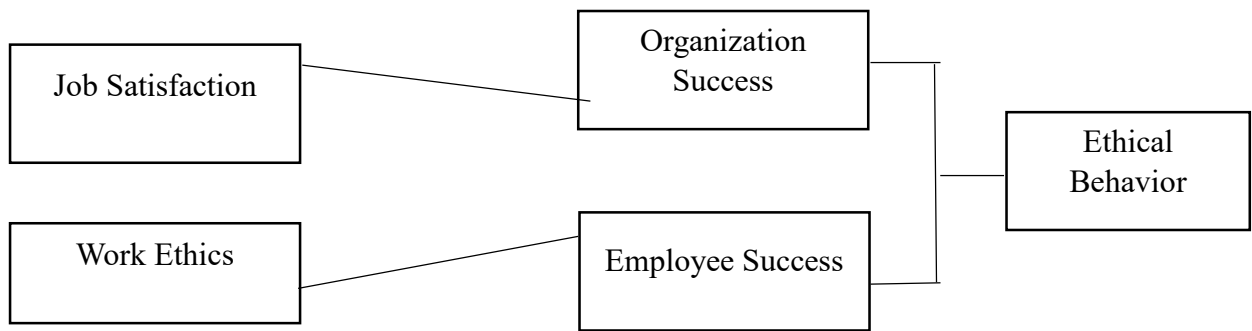
The following are the hypotheses that are being tested:

H1: Job Satisfaction is positively linked with Organizational Success.

H2: Work Ethics are positively associated with Employee Success.

H3: There is a significant relationship between ethical behaviour, organizational success, and employee success.

1.8. Theoretical Model



"Conceptual Framework of Impact of Ethical Behaviour on Organization and Employee Success".

Chapter 2

2.1. Literature Review

2.2. Introduction

According to Roszkowska & Melé, (2021), Business ethics are the crucial component of modern business world that portrays the ethical behaviour of organizations in the competitive business environment. Ethical business concepts and philosophies assist in the business operation in numerous aspects which include, a code of conduct, employee behaviour, and interpersonal relationships with stakeholders i.e. customers and suppliers. Several studies have indicated that organizations that place a high priority on ethical behaviour attain organizational success in the following ways i.e., employee engagement, productivity, customer loyalty, and brand loyalty. Vig, (2014) asserted that businesses that engage in unethical behavior can risk severe consequences, which include, high turnover among employees, reputational decline in client loyalty and trust. Strazovska & Sulikova, (2019) stated that organizational performance and business ethics are closely related to each other. Whereas, companies that place a high priority on ethical behavior can reap several advantages that contribute to sustainability and long-term financial success.

Employees are a valuable asset to the organization. Various motivational theories have been developed by authors such as Abraham Maslow and Frederick Herzberg claim that employees having job satisfaction are found more productive, dedicated, and committed to their work. Whereas, dissatisfied employers emerge several issues at workplace such as low performance, high absenteeism, and employee disengagement at the workplace. Furthermore, a research paper related to the research topic will be discussed in detail.

2.3. Independent Variable

2.3.1. Ethical Behavior

Strazovska & Sulikova (2019) asserted that Ethical behavior refers to rules and regulations design by HR to establish employee moral standards. Roszkowska & Melé, (2021) stated that significance of ethical behavior in the workplace are as follows, trust, fairness, and sustainability. Ethical behavior fosters trust among stakeholders, clients, co-workers and strengthens bonds. Moreover, when the organization follows a code of ethics, it infuses a friendly working environment that boosts productivity and promotes long-term success. Furthermore, it develops fairness, equality, and justice in decision-making that ultimately

creates a bond among employees making them dedicated and high performers. Seay, (2015) claimed that work ethics and sustainability are interrelated with one another enabling the company to attain long-term prosperity and well-being of the environment and society.



Ethical Behavior principles

Mahurkar & Kannng, (2024) state that Organizations must align ethical behavior with a code of ethics at workplace because it stimulates employee job satisfaction and employee work engagement which will ultimately lead to organizational growth. Additionally, ethical behavior can also motivate good work habits that promote organizational development. On the other hand, unethical practices can affect an organization's reputation and break employee trust. Whereas, in the worst case employee may switch their job. The most prevalent ethical problems encountered at the workplace include gender discrimination, harassment, dishonest accounting, confidential information, and health and safety issues.

According to Ashiru & Oluwajana (2022), Workplace development tools such as a voice work system are essential for creating a supportive work environment and a well-coordinated plan for maintaining moral behavior. It also conducts stay and leave interviews to learn more about the motivations of employees. A top-down strategy that prioritizes leadership development and, most importantly on board's new hires is also essential to establishing an ethical environment.

Organizations must align the voice of the employee system to encourage unethical behavior complaints and queries. As per Mowbray & Tse (2021), Voice of the Employee (VoE) is a systematic process designed to detect and assess issues or concerns brought up by workers that

have an impact on the employer-employee relationship. Additionally, during this process, workers can freely express their needs, wants, hopes, and preferences without worrying about the consequences at work.



Voice of Employee

To sum up, it has been discovered that ethical behavior-motivating tools improve employee engagement, retention, job satisfaction, among employee and organizational performance. The outcome of employee performance includes improved customer service, high morale of employees, and employee dedication. Lastly, the Voice of the Employee system will enable the organization to assess the risk of unethical behavior and redesign the policy and procedure to avoid hindrance.

2.4. Dependent Variable

2.4.1. Organization Success

Saadat & Saadat (2016), stated that when an organization's objectives are aligned with its mission it ensures the organization's growth and success. It usually entails carrying out a leadership-established plan. Ethical leadership is the major element for the organization's success. Nonetheless, leadership traits add efficacy to organizational growth.

- **Innovation**

Garrido-Moreno & García-Morales, (2024), stated that Innovative and adaptable organizations can adapt to changes taking place in the global world. Innovation refers to diversifying product by development of new products, enhancements to existing processes, or original problem-solving.

- **Diversity**

Byrd & Scott (2024), stated that Diversity is the cornerstone of a healthy and dynamic workplace. When people belonging to different religions, countries, perceptions, and cultures work together ethical issues arise. The management needs to ensure that everyone is treated with fairness, accountability, and transparency. Lastly, Embracing diversity means every employee is treated as a valuable asset at the organization's workplace.

- **Social responsibility and ethics**

Kongjue & Yuxiang (2024) stated that Successful organizations are those that function morally and make significant contributions to society. It includes environmental sustainability, ethical business practices, and corporate social responsibility (CSR).

- **Competence:**

According to Pudjowati & Sutaguna, (2024), employee ability to strike a balance between advancement motivation and inclusion. Employees having skills, knowledge, and experience are deemed competent to excel in their roles and responsibilities. They provide perspectives to attain goals. Businesses that value competence invest in training to retain employees. Additionally, it provides learning opportunities, ensuring that employees are ready to transform challenges into opportunities. Another aspect of competence is the ability to innovate, adapt, and thrive in a rapidly changing environment.

- **Employee Satisfaction and Engagement**

A company's performance is significantly impacted by its contented and engaged workforce. The factors associated with employee satisfaction include, high productivity, lower turnover, and improved innovation are all associated with high employee satisfaction (Dahri & Khan, 2024).

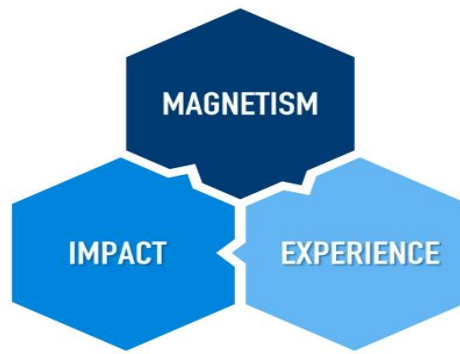
- **Ethical Leadership**

Hassan & David (2024), stated that ethical leadership has a major impact on organization performance. Bajpai & Purohit, (2024) stated that Ethical leadership is defined as the practice of management and leadership to encourage moral behavior of employee in their daily interactions with coworkers. Successful leaders set the direction for the company, motivate staff, and make calculated choices that will facilitate them to attain long-term success. It was also reported by Hayat (2024) that the practice of ethical leadership entails following a set of guiding principles, such as equality, respect, trust, accountability, and justice, to make informed judgments. The challenges faced by organization success in implementing ethical leadership are as follows, communication, cultural diversity, employee retention, and regulation and compliance. Moreover, organizations must implement ethical leadership practices to overcome the challenges that are becoming hindrances to achieving success.

2.4.2. Employee Success

According to AlZalabani & Modi (2014), Employee success is a thorough and highly strategic approach to business success. It is connected with three important factors which include, organizational magnetism, employee impact, and employee experience. Firstly, the HR department must design a policy to ensure a stimulating work environment. Organizations need to establish effective bonds between workers and their team members.

Secondly, organization must ensure to stimulate a healthy working environment by establishing effective bonds between workers and their team members. Lastly, Leaders desire optimal performance from their staff to optimize company outcomes. Workers desire challenging, meaningful employment that satisfy their needs and wants. Employees must be provided with a learning environment by engaging in performance management practices. Moreover, the Organization must set SMART goals to evaluate the low and high performers among them. However, such practices play a major role in motivating employees which ultimately impacts their overall performance.



The Factor of Employee Success

- **Employee Success**

Barhem & Younis, (2010), stated that Employee satisfaction is a crucial component of healthcare organizations. The healthcare industry is one of the most challenging and demanding industries all over the globe. Allebdi & Ibrahim, (2020) asserted that Healthcare workers are intended to perform long hour's duties, high stress levels job, and global changes. It was further reported by Dust & Greenbaum, (2018) that employee disengagement can affect employee physical and mental health in several ways, increased absenteeism, error, low morale, increased health issues, and conflict among employees. Moreover, ethical leadership is the most influential component to nurture organizational culture environment. Leadership traits such as communication, trust, motivation, strategic thinking, and empowerment, can act as a catalyst in infusing productivity and high morale among employees.

In a nutshell, an organization that aligns ethical behavior at the workplace helps to retain dedicated employee which eventually leads to excellent outcomes. The key to any healthcare company's success is its ability to maintain a contented workforce. Employers in the healthcare industry who prioritize employee well-being and make investments in their workforce are more likely to keep their employees on board, lower attrition and retain them. Furthermore, contented workers exhibit higher levels of engagement in their jobs and positively influence the organizational culture

2.4.3. Relationship between Ethical Behavior and Organizational Success.

Hill, (2019), asserted that Ethical behavior streamlines the organization process by minimizing the risk of unethical issues and maximizing productivity. Moreover, it facilitates the healthcare industry to sustain and gain long-term success in the corporate workplace. Whereas, Customers generally prefer doing business with organizations that have strong moral values. According to

Melé (2024), work ethics are the ethical standard that aligns organizational goals with employees. These guidelines affect organizational processes in various ways, such as hiring practices, selection, public relations, and supply chains. It was further reported by Armenakis & Mehta (2024), that corporate culture and ethics are two concepts that are closely tied to one another and have a range of consequences on one another. Alateeg & Alhammadi (2024), stated that common beliefs, attitudes, practices, and behavior shared in the workplace are known as organizational culture. Organizational culture establishes the norm for moral behavior and provides a framework for moral decision-making.

There are three major components that encourage a healthy work environment are as follows, open communication, trust, and transparency. Employees who communicate honestly and freely feel more valued and respected, which can increase commitment and job satisfaction (Alateeg & Alhammadi, 2022). An environment that supports moral judgment can also be fostered by a strong ethical culture. Additionally, Human resources design policies and procedures to align code of ethics with the company's culture. As a result, workers are more inclined to abstain from unethical behavior.

Santa & Berggrun (2024) assert that a company's reputation can be greatly impacted by its organizational culture. Furthermore, a company with a strong ethical culture will be better able to gain new clients, employees, business partners and maintain a positive reputation. For Instance, employees obey work ethics at corporate workplaces value their subordinates, and are found more productive at engaging with their work. In general, it also involves developing credibility and trusting relationships with employees.

Conversely, a weak ethical culture could promote unethical activity and damage the company's reputation. A weak ethical culture might cause it to lose credibility and damage relationships with its stakeholders. Unethical practices will affect employee attitudes and behavior in the workplace. Moreover, it will affect their performance and lower their self-esteem towards work. A weak ethical culture creates complex challenges for the organization to retain dedicated employees at the workplace. To sum up, ethical behavior directly influences corporate culture, which in turn influences the success of the firm.

2.4.4. Relationship between Ethical Behavior and Employee Success.

According to Aldhmadi & Ahmed, (2024), Ethical leaders may encourage and motivate other fellow beings with their effective communication. Moreover, it also develops strong interpersonal relationships with other employees. It is required for business leaders with an ethical leadership style to foster a healthy working environment that nurtures employee attitudes towards work engagement.

Wirba, (2024) stated that Ethical leaders influence their employees in various distinct ways. Firstly, people inside the organization can see the decision-making procedures and behaviors of leaders. Secondly, Leaders provide followers with respectable role models for behavior, moral or otherwise (Mayer, 2009). In their personal and professional lives, moral leaders adhere to a sophisticated code of morality by acting with justice and honesty (McCann & Holt, 2008). According to a social learning theory of ethical leadership, leaders who practice moral behavior themselves are more admired and followed by other employees (Brown et al., 2005).

Businesses that successfully integrate ethics into their operations do so by showcasing and encouraging a consistent set of values and conduct. Ferrell et al. (2007) explain that corporate culture consists of several elements, i.e. norms and values, incentives and sanctions, management style, rules and codes of conduct, and ethical atmosphere. If leaders operate in strong moral contexts that encourage moral behavior, they will be more equipped to manage morally challenging situations and exhibit moral leadership. On the other hand, leaders who act unethically or in morally questionable circumstances will show that they are unable to lead ethically in these circumstances (Brown & Trevino, 2006). In a nutshell, leader's performance contributes a major role in nurturing moral standards within the organizational environment. However, employee performance has a direct impact on ethical behavior.

2.5. Theoretical Study

2.5.1. Maslow Hierarchy of Motivation

Ihensekien & Joel, (2023) reported that organizations implement Maslow's Hierarchy of needs to evaluate worker conduct in several areas i.e., motivation and engagement. Employee needs must be satisfied to motivate them towards work which ultimately leads to job satisfaction. In contrast, employee dissatisfaction typically results in low motivation, low performance, and inability to achieve organizational goals. Whereas, in the worst scenario, employee dissatisfaction may result in high turnover.



“Maslow Hierarchy of Motivation”

To achieve organizational and employee success, every company must offer a work environment that fosters personal development, respect, innovation, and creativity at work, and better career growth to attain. As a result, satisfied employees tend to infuse motivation among other team members.

2.5.2. Herzberg Theory of Motivation

Frederick Herzberg proposed that there are two components to employee satisfaction: "hygiene" and motivation. Two factors of workplace cleanliness that help to reduce employee unhappiness are pay and monitoring. Employees who succeed and receive acknowledgment are more likely to be dedicated, imaginative, and successful. Sobaih & Hasanein (2020) claim that an individual's subjective state of happiness or unhappiness is shaped by various distinct internal and external factors. It is also known as two-factor theory and motivational theory. Its main idea is that an individual's level of happiness or unhappiness cannot be affected by a single factor. Both factors must be considered to ensure employee success.

Keretsman & Slabkiy, (2023), stated that the term "motivator" was used to describe those elements that, when present, raise job satisfaction and motivation. If these elements are not present can lead to employee dissatisfaction towards the job. Moreover, intrinsic motivation factors include goal achievement, acknowledgment, and responsibility. Conversely, it was discovered that a second set of variables is known as "hygiene" factors. On the other hand, it was discovered that a second category of factors, referred to as "hygiene" factors, had to do with extrinsic environmental problems like status, policy, and security. Moreover, extrinsic

factors cannot raise satisfaction. In contrast, their absence can lead to job dissatisfaction and lower motivation among employees. To conclude, every element of medical practice is impacted by employee satisfaction, including patient satisfaction and overall productivity.

2.6. Summary of the Past studies.

Halawani & Beyari, (2021) conduct a research study analysing the impact of Job satisfaction and quality services among Saudi healthcare workers in Riyadh. The majority of healthcare professionals experienced health issues that could have affected their job satisfaction. These factors include, working environment, stress levels, and staff working hours all have an impact on job satisfaction and the quality of treatment given in hospitals. As a result, employees dissatisfied with their jobs decided to quit their jobs, which put additional pressure on the remaining employees and reduced the quality of medical care.

Alkabba and Qadi (2012), argued that Saudi Arabia is investing a huge amount in the healthcare sector to provide quality services to the customer. This study's key area focus consists of three main areas which include, Riyadh, Jeddah, and Dammam. There were several ethical issues reported by the employees working in healthcare which include, language barrier, diverse workforce, lack of resources, patient safety, conflict of interest, and lastly dealing with opposite gender.

There may be several ethical problems when a culturally varied population and healthcare providers are part of a centralized healthcare system. The findings revealed that ethical dilemmas emerged due to long waiting hours of patients for medical treatment, ineffective communication, and differences in culture, language barriers preventing communication among doctors, patients, and other healthcare members. For instance, Saudi patients who reside in diverse outlying places must travel to one of the major cities to receive high-quality medical service. As a result, it's imperative to present a structured approach to these moral dilemmas.

Saeed, (1999) stated that higher authorities of the health care system must take initiative to overcome ethical issues. There is an urgent need to revise policies and procedures according to the ethical issues arising to eradicate conflict among them. Furthermore, a code of conduct must provide assistance to handle ethical challenges faced by the healthcare system.

A survey conducted by Nagashekhara & Agil (2011), reported that ethical behavior is an underlying component in the healthcare sector. Due to digital advancement of technology that includes, AI, big data, predictive analysis, and cloud computing software. There is a huge rise in the medical representative scandal all around the world. Other factors that contribute to

healthcare companies acting unethically include a lack of code of ethics within the organization, untrained employees, lack of technical skills, lack of product knowledge, and intense competition between domestic and international companies. Any industry needs to have a moral corporate culture.

All staff members, from top management to medical representatives, are aware of and follow the same norms and guidelines in an ethical and strong organizational culture, which offers a consistent direction for daily activity. It is difficult for employees to behave consistently if the company has a weak or unethical culture. Companies in the pharmaceutical industry can train their staff to exhibit the best behaviors by improving their corporate culture. The research indicates that unethical activity by medical representatives in domestic pharmaceutical firms may be due to several factors such as weak management, and lack of a code of ethics. A number of these domestic pharmaceutical corporations have either disregarded or permitted unethical behavior on the part of their medical staff. The findings conclude that organizational culture is the key indicator of employee attitude and behavior.

Dewey & Tufts, (2022), reported that Ethics can be defined as the science and art of implementing business frameworks and practices to provide business solutions to ethical dilemmas. According to Miner (1998), ethics is a philosophy that guides human behavior and reflects dominant ideals, particularly those that are moral. There are several elements of work ethics which include, integrity, self-discipline, fairness, and accountability. Prior studies performed by Bataineh, (2020) have explained that all the employees working within the organization must not be discriminated against based on color, creed, race, and religion. Moreover, work ethics have a direct influence on employee performance. When employees have a strong work ethic, they put up the physical, mental, and emotional effort necessary to meet and exceed expectations in their employment. On the other hand, a weak work ethic can result in low performance.

Research performed by Al-Ahmadi (2009) states that organizational culture affects employee performance. The purpose of this research was to assess worker performance, job satisfaction, and organizational commitment. This study focuses on how national culture affects Saudi Arabian nurse's job performance and work attitude, as well as those of nurses in other countries who must cope with the issue of a multinational workforce. Cultural diversity makes it more challenging to monitor ethical behavior among healthcare personnel because they come from a variety of backgrounds. The primary concern of Saudi Arabia's various health authorities is cultural diversity. In addition, the Healthcare sector corporate culture must be based on

employee empowerment, effective communication, trust, and dignity. The human resource department must implement effective HR practices to boost the commitment and retention of talented people. The study's findings show a significant relationship between job satisfaction, organizational commitment, and job success.

Chapter 3: Research Methodology

3.1 Introduction

The study aims to assess the impact of ethical behavior on organizational success and employee success in healthcare companies. This chapter aims to demonstrate on the data collection and analysis process to address the research aim and objectives of the study. The Saunders' research framework has been taken to reflect on the extensive data collection process for the study. Saunders' research framework has been adopted to reflect on the layer-by-layer explanation of the data collection process. Saunders' research onion describes on the different decisions made while developing the research methodology for a thesis or research project (Curran, 2022). The framework is in the form of research onion consisting of different elements or one can say layers that guide the data collection process (Joshi, 2023). The research framework has been known to be a useful tool to present holistic thinking about the research method. It allows us to understand which decisions need to be made concerning research design, data collection, sampling, etc (Weiner et al., 2020).

3.2. Research Design

The first layer in the Saunders' research onion is related to research philosophy. Khatri (2020) defined research philosophy as the foundation of any study as it reflects on the set of beliefs on which the entire research is developed. The research philosophy is of three types positivism, interpretivism and realism (Gannon et al., 2022). This study has adopted positivism as the research philosophy to investigate the impact of ethical behavior on organizational success and employee success in the healthcare sector. Taking the positivism philosophy, the research aims to scientifically test the research area by hypothesis testing (Tamminen & Poucher, 2020). Choosing this research philosophy over the other two has benefitted the researcher to validate the findings of the study statistically and increasing research accuracy.

The research approach is the next layer of the Saunders research onion and reflects on the broader method to be used for the research (Nur, 2020). The research approach is of two kinds, one is the inductive approach and the second is the deductive research approach. Among the

two methods, this research has opted for a deductive research approach (Proudfoot, 2023). The deductive approach is suitable here because the study is linked with investigating the research area by relying on the quantitative investigation of the data (Wardani & Kusuma, 2020). Also, the positivism philosophy fits well with the deductive approach. Using the deductive approach, the researcher would begin with a theory as the foundation and draw hypothesis based on assertions made on the topic.

The research strategy in the research is referred to as the decision of research to reflect on how the study aim will be addressed (Johnson et al., 2020). For this research, the strategy adopted is the experimental research. The experimental research involves the manipulation of one variable to observe the change in the other variable (Clark et al., 2021). Under the experimental study, the relationship and impact are assessed for the independent variables on the dependent variables (Gopalan et al., 2020). The purpose of the experimental research is to provide support and validate the research hypothesis. The experimental research aims to test the existing theories instead of creating new ones which also makes this study deductive (Aoki, 2020). Taking the experimental research design has benefitted the researcher to assume that knowledge can be studied objectively and by keeping the other external factors in isolation (Shields et al., 2021).

The research choice is referred to as the research layer which describes on deciding how many data types will be used in the research for data collection and analysis (Feng et al., 2021). The research choice is divided into three different types. These include mono method, mixed method and multi-method (Brew & Saunders, 2020). This study relies on mono-method research. The use of mono-method means that the researcher has make use of just one data type which is quantitative data type (Cerdeira et al., 2022). Choosing the mono-method approach over the other two has benefitted the researcher to stick with one kind of data type and conduct a comprehensive quantitative investigation for the research area.

The time horizon in the research is referred to the intervals of time taken to gather the data. In the time horizon, Saunders has identified two kinds which include cross-sectional study and longitudinal study (Iovino & Tsitsianis, 2020). The cross-sectional study is linked with gathering data at a specific time interval, while the longitudinal study is linked with gathering data at different time intervals (Brew & Saunders, 2020). Among the two methods, this study has adopted a cross-sectional study design as the time horizon of this research. Cross-sectional study is an observational study which analyses the data from a specific population at a single

point in time (Wang & Chang, 2020). It is a useful time horizon when research is intended to reflect on some specific population (Chen et al., 2020). Similarly, this study is also concerned with assessing the impact of ethical behavior on organizational success and employee success in the healthcare sector. This shows that this study is focusing on employees from the healthcare companies in Riyadh and a cross-sectional study suitably fits with this research area. Taking the cross-sectional study would benefit the researcher to conduct an in-depth investigation for the study by specifically focusing on the single target audience.

3.3. Population of the Study

There are more than 120 private healthcare in Riyadh thus, the population is extensive. But, the researcher collected the data under convenience sampling and obtained 200 responses.

3.4. Sample Characteristics

Sampling is referred to as making inferences about the population. The sample is divided into two types among which the first one is the probability sampling and the other one is called non-probability sampling (Ghosh, 2021). Probability sampling is linked with choosing a sample from a population while non-probability sampling is data collection by choosing participants in a non-random way (Casteel et al., 2021). For this study, simple random sampling has been used to select the sample population. Under this kind of sampling approach, the researcher would give chance to every individual to participate in the survey. Giving fair and equal chance lowers the biases and increases the validity and reliability of the research. For the sampling size, the sample size taken in the study is 187 samples which could be distributed among the human resource managers of the healthcare sector in Riyadh.

3.5. Sample Size Determination

The sample size of 200 has been determined to evaluate the analysis but only 187 respondents responded to the ethics form and filled the survey. The primary inclusion criteria of the sample size determination was that the employee must be associated with any health care companies in Riyadh.

3.6. Data Collection Procedure

The data collection in any study is linked with the process of gathering and measuring the information on the variables of interest under the study (Taherdoost, 2021). The data collection could be either primary or secondary. Primary data collection is linked with gathering real-time data, while the secondary data collection is concerned with the gathering of data by relying on secondary sources rather than gathering the data in real-time (Cooper et al., 2020). This study

is a quantitative investigation due which the data collection approach for this study would be primary data collection (Newman et al., 2021). In view of doing the primary data collection, this research has gathered primary data through survey analysis. Survey analysis refers to the process of assessing the results from real-time audience on a particular area of study (Shrestha, 2021). The surveys would be done online on Google Forms. Online surveys tend to be the most cost-effective mode of doing primary research. This is because reaching respondents physically would be costly compared to doing online. The online survey is also an effective approach as it would be an easier method to reach respondents.

Questionnaire has been used as the research instrument to conduct the survey. The questionnaire is seen as a time-effective and cost-effective approach for data collection (Fife-Schaw, 2020). It saves up time and money that could be used in other important areas of research (Grassini & Laumann, 2020). The questionnaire design is close-ended where the questions are related to ethical behaviour in the organization and the way it impacts the organization and employee success. The questionnaire was made on Google forms and distributed online to the respondents. The questionnaire will be close-ended and a five-point Likert scale has been applied in it by giving respondents options to choose from based on their agreement and disagreement.

3.7. Method of Analysis

The data analysis has been done by translating the data into statistical software SPSS and analyzing it by means of different statistical tests. To assess the impact, regression analysis has been done to assess the impact of independent variable on the dependent variable (De Menezes et al., 2021). Moreover, to see the correlation, the Pearson correlation has been done to assess the strength of association among the variables (Sverko et al., 2022). In addition, Frequency analysis has also been done to see skewness of data and its normality.

Reliability and validity factors have an essential role in maintaining the research study's authenticity (Carroll et al., 2020). For this study, the reliability of the study has been tested by running a reliability test. The reliability has been assessed from Cronbach alpha value for which the criteria is that the alpha value must be higher than 0.6 for a scale to be reliable (Teixeira et al., 2021). On the other hand, the validity of the scale has been tested from the regression model.

3.8. Ethical Consideration

The researcher has made sure of the ethical consideration aspects of the study. Before sending the survey to the respondents, the researcher has ensured that informed consent form and participant information sheet are sent to the respondents in order to make them aware of the research purpose (Alderson & Morrow, 2020). Inform consent is made signed by the respondents before the survey process to ensure that the participation is done voluntarily (Nichol et al., 2021). The confidential data of the respondents has been used anonymously and the research data is stored under encrypted and password-protected USB. Lastly, the research data is stored till the research is completed and graded after that the data would be deleted from every device.

Chapter 4: Practical Study

4.1. Research Findings

This chapter reflects about the statistical findings obtained from the analysis of survey. There was total 187 respondents who responded properly to the questionnaire while the missing responses were removed in the process of data cleaning. The chapter highlights demographics, items percentage of every question and response, correlation analysis, regression analysis for hypotheses testing and reliability testing.

4.1.1. Demographics

age					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	25 to 35 years	139	74.3	74.3	74.3
	36 to 45 years	39	20.9	20.9	95.2
	46-55 years	7	3.7	3.7	98.9
	more than 55 years	2	1.1	1.1	100.0
	Total	187	100.0	100.0	

The above table highlights the age ratio of the respondents denoting that out of the total 187 respondents, there were 139 having age ratio between 25 to 35 years, 39 have age ratio of 36 to 45 years, 7 holds age ratio of 46 to 55 years and 2 were only old having age of more than 55 years old. The analysis revealed that there were maximum respondents having age ratio of 25 to 35 years old.

Gender					
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Vali d	Femal e	87	46.5	46.5	46.5
	Male	100	53.5	53.5	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 100 male and 87 females which signifies that majority of the respondents were male.

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 5 years	79	42.2	42.2	42.2
	10 to 15 years	29	15.5	15.5	57.8
	5 to 10 years	65	34.8	34.8	92.5
	More than 15 years	14	7.5	7.5	100.0
	Total	187	100.0	100.0	

The above table illustrates that the high level of experience among the respondents was 1 to 5 years. There were 29 percent respondents having 10 to 15 years of experience, 65 have 5 to 10 years of experience and 14 have more than 15 years of experience.

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	directors	6	3.2	3.2	3.2
	employee level	89	47.6	47.6	50.8
	executives	2	1.1	1.1	51.9
	manager level	47	25.1	25.1	77.0
	managers	11	5.9	5.9	82.9
	staff	32	17.1	17.1	100.0
	Total	187	100.0	100.0	

With respect to designation, there were 6 directors, 89 employee level, 2 executives, 47 manager level, 11 managers and 32 were from staff. The maximum ratio is of employee level.

Educational level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	1.1	1.1	1.1
	Asdfasdf	9	4.8	4.8	5.9
	Bachelors	60	32.1	32.1	38.0
	Diploma	58	31.0	31.0	69.0
	Masters	6	3.2	3.2	72.2
	Ph. D	6	3.2	3.2	75.4
	Sdfasdf	46	24.6	24.6	100.0
	Total	187	100.0	100.0	

The table of educational level signifies that there were 60 holding bachelor's degree, 58 have done diploma, 6 have complete Masters, 6 PHDs and others. The highest ratio was for the respondent having bachelor's degree.

4.1.2. Frequency Analysis

Ethical conduct is essential for establishing trust among employees, customers, and other stakeholders					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	108	57.8	57.8	57.8
	agree	40	21.4	21.4	79.1
	Neutral	13	7.0	7.0	86.1
	Disagree	4	2.1	2.1	88.2
	Strongly Disagree	22	11.8	11.8	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 108 respondents who strongly agrees, 40 agrees, 13 are neutral, 4 disagrees and 22 strongly disagrees. The analysis revealed that there were

maximum respondents who strongly agrees that the aspect of ethical conduct is important in the establishment of trust among customers, employees and stakeholders.

When an organization consistently demonstrates integrity and transparency, it enhances its reputation and credibility, leading to stronger relationships and long-term success.

		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	strongly agree	111	59.4	59.4	59.4
	agree	40	21.4	21.4	80.7
	Neutral	13	7.0	7.0	87.7
	Disagree	3	1.6	1.6	89.3
	Strongly Disagree	20	10.7	10.7	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 111 respondents who strongly agrees, 40 agrees, 13 are neutral, 3 disagrees and 20 strongly disagrees. The analysis highlights that there were majority of the respondents strongly agrees that when the company demonstrates transparency and integrity, it could enhance its credibility and reputation that could lead to strong association and long term success.

Good ethics can earn a company a positive reputation and encourage brand loyalty

		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	strongly agree	119	63.6	63.6	63.6
	agree	32	17.1	17.1	80.7
	Neutral	12	6.4	6.4	87.2
	Disagree	6	3.2	3.2	90.4
	Strongly Disagree	18	9.6	9.6	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 119 respondents who strongly agrees, 32 agrees, 12 are neutral, 6 disagrees and 18 strongly disagrees. Maximum respondents strongly agrees that good ethics could earn positive reputation for the company and can encourage brand loyalty.

ethical behavior can increase employee performance, job satisfaction, organizational commitment and trust in organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	115	61.5	61.5	61.5
	agree	34	18.2	18.2	79.7
	Neutral	13	7.0	7.0	86.6
	Disagree	6	3.2	3.2	89.8
	Strongly Disagree	19	10.2	10.2	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 115 respondents who strongly agrees, 34 agrees, 13 are neutral, 6 disagrees and 19 strongly disagrees. There were maximum positive view that supports that ethical behaviour implementation could increase job satisfaction, employee performance, organization commitment and trust.

Organizational success is an important element in my company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	104	55.6	55.6	55.6
	agree	43	23.0	23.0	78.6
	Neutral	18	9.6	9.6	88.2
	Disagree	7	3.7	3.7	92.0
	Strongly Disagree	15	8.0	8.0	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 104 respondents who strongly agrees, 43 agrees, 18 are neutral, 7 disagrees and 15 strongly disagrees. Maximum respondents strongly agrees that organizational success is an important element in their company.

My company believes that strong ethical conduct could encourage more organizational success					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	94	50.3	50.3	50.3
	agree	50	26.7	26.7	77.0
	Neutral	22	11.8	11.8	88.8
	Disagree	10	5.3	5.3	94.1
	Strongly Disagree	11	5.9	5.9	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 94 respondents who strongly agrees, 50 agrees, 22 are neutral, 10 disagrees and 11 strongly disagrees that their company have strong ethical conduct that could motivate organizational success.

My management believes that ethical behavior promotes teamwork and collaboration					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	94	50.3	50.3	50.3
	agree	49	26.2	26.2	76.5
	Neutral	16	8.6	8.6	85.0
	Disagree	12	6.4	6.4	91.4
	Strongly Disagree	16	8.6	8.6	100.0
	Total	187	100.0	100.0	

From the total 187 respondents, there were 94 respondents who strongly agrees, 49 agrees, 16 are neutral, 12 disagrees and 16 strongly disagrees. Majority respondents strongly agrees that

their management applies ethical behaviour that encourage team work and collaboration among them.

In my company, priority is given to ethics in order to encourage employee success					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	90	48.1	48.1	48.1
	agree	51	27.3	27.3	75.4
	Neutral	21	11.2	11.2	86.6
	Disagree	13	7.0	7.0	93.6
	Strongly Disagree	12	6.4	6.4	100.0
	Total	187	100.0	100.0	

In my company, priority is given to ethics to motivate employee success. From the total 187 respondents, there were 90 respondents who strongly agrees, 51 agrees, 21 are neutral, 13 disagrees and 12 strongly disagrees

Ethical behavior creates a sense of belonging among employees that makes them loyal with the company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	116	62.0	62.0	62.0
	agree	35	18.7	18.7	80.7
	Neutral	13	7.0	7.0	87.7
	Disagree	7	3.7	3.7	91.4
	Strongly Disagree	16	8.6	8.6	100.0
	Total	187	100.0	100.0	

Ethical behaviour creates a sense of belonging among employees that makes them loyal to the company. From the total 187 respondents, there were 116 respondents who strongly agrees, 35 agrees, 13 are neutral, 7 disagrees and 16 strongly disagrees

4.1.3. Regression Analysis

H1: There is an impact of ethical behaviour on organizational success

The regression analysis has been done to assess the hypotheses 1.

Regression

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Ethical behavior	.	Enter
a. Dependent Variable: Organizational success			
b. All requested variables entered.			

The table demonstrates that the dependent variable is organizational success and independent variable is ethical behaviour.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.798	1.52305

a. Predictors: (Constant), Ethical behavior

The Model summary table denotes the value of R that is 0.89 showing strong linear association while the adjusted R square value is 0.798 that means that independent variable can explain 79% of the dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1710.487	1	1710.487	737.384	.000 ^b
	Residual	429.139	185	2.320		
	Total	2139.626	186			
a. Dependent Variable: Organizationalsuccess						
b. Predictors: (Constant), Ethicalbehavior						

The above table of ANOVA depicts that the sig value is .000 that is less than 0.05. This means that the researcher rejects null hypotheses and there is an effect of ethical behaviour on organizational success in the health care companies in Riyadh.

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.051	.200		5.242	.000
	Ethicalbehavi or	.823	.030	.894	27.155	.000
a. Dependent Variable: Organizationalsuccess						

The coefficient table denoted that the beta value of the variables is positive highlighting the direct relationship showing that an increase in the independent variable could increase the ratio of organizational success.

H2: There is an impact of ethical behaviour on employee success

Regression for H2

Variables Entered/Removed			
Mod el	Variables Entered	Variables Removed	Method
1	Ethical behaviour ^r	.	Enter
a. Dependent Variable: employee success			
b. All requested variables entered.			

The above table denotes that for the regression analysis, ethical behaviour has been selected as the independent variable and employee success as dependent variable. Regression analysis supports to analyse the linear association among the variables.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.742	.741	1.76285
a. Predictors: (Constant), Ethical behavior				

The table of model summary illustrates the value of R, R square and adjusted R square. The R value is 0.862 denoting that there is strong linear relationship among the variables while the adjusted R square is 0.741 which means that independent variable can explain 74% of the dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1657.492	1	1657.492	533.359	.000 ^b
	Residual	574.915	185	3.108		
	Total	2232.406	186			
a. Dependent Variable: employee success						
b. Predictors: (Constant), Ethical behavior						

The ANOVA table denotes the sig value that concludes the results of hypotheses. The sig value is .000 that is less than 0.05 illustrating that the researcher rejects null hypotheses and there is an effect of ethical behaviour on employee success.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.255	.232		5.410	.000
	Ethical behavior	.811	.035	.862	23.095	.000

a. Dependent Variable: employee success

The table of coefficient denoted the sig value of each variable and the beta value. The sig value is less than standard p value while the beta value is positive showing direct association. This means that an increase in the ethical behaviour in the organization will increase the ratio of employee success.

4.1.4 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.955	3

The above table denotes the Cronbach alpha and illustrates the internal consistency of the scale. It has been denoted that with the number of three items, the Cronbach alpha value is 0.955 that shows strong internal consistency of the scale.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Ethical behavior	11.2888	44.045	.907	.933
Organizational success	11.2086	47.553	.917	.925
Employee success	11.0749	47.403	.891	.942

The above table demonstrates the item total statistics showing the Cronbach alpha for each variable. The internal consistency of ethical behaviour is 0.933, organizational success is 0.92 and employee success is 0.942 denoting that there is strong internal consistency of the each variable scale.

4.1.5. Correlation

Correlations				
		Ethical behavior	Organizational success	Employee success
Ethicalbehavior	Pearson Correlation	1	.894**	.862**
	Sig. (2-tailed)		.000	.000

	N	187	187	187
Organizational success	Pearson Correlation	.894**	1	.874**
	Sig. (2-tailed)	.000		.000
	N	187	187	187
Employee success	Pearson Correlation	.862**	.874**	1
	Sig. (2-tailed)	.000	.000	
	N	187	187	187
**. Correlation is significant at the 0.01 level (2-tailed).				

The above table highlights the correlational analysis illustrating that the independent variable that is ethical behaviour have the correlation of 0.894 with organizational success and 0.862 with employee success. This depicts that there is a strong extent of association among the independent and dependent variables. In addition, the sig value is .000 that is less than 0.05 denoting that the researcher rejects null hypotheses and that there is an effect of ethical behaviour on organizational success and employee success.

4.2. Research Recommendations

The findings of the study draw the recommendation that the ethical conduct of employee in the healthcare setting impacts not only the organization, but also the community and society as a whole. Therefore, the research findings suggest that the leaders have the essential role in maintaining ethical behaviour in the healthcare setting (Northouse, 2018). The leaders must have the obligation at the first place to strive and collectively work with employees to enhance the ethical standards at the workplace to improve the organizational ethical aspect (Kumar, 2024). When the ethical aspect at the workplace would be improved, it would positively lead to improve the employee performance and also increase organizational sustainability as a whole.

Leaders are recommended to reiterate the ethical policies in order to improve the ethical behaviour among the employees (Beauchamp & Childress, 2019). The leader has the major responsibility here to ensure that the staff is practising the ethical policies and unethical conduct is addressed immediately and appropriately (Lo & Dornbrand, 2016). The leaders must serve as role model and demonstrate accountability and integrity in their actions. The ethical compliance of the leader should be reflected on his/her ethical decision-making and

communication (Johnson et al., 2015). When a leader is implementing a structured process for the ethical decision-making, it leads to empower the healthcare professionals to navigate the complex and difficult situations with integrity (Hill, 2019). This could be done by developing committees and consultation services which would assist in providing suitable guidance on the implementation of ethical dilemmas and in making sure that decisions are aligned with organizational mission, values and moral standards.

In addition to this, it is further recommended to practice effective communication. In healthcare sector, organizations can only expect the employees to promote ethical standards which has been documented and communicated. However, setting the formal requirements and communicating the policies could help to ensure that the policies are followed by the entire staff (Molnar et al., 2021). There must be an established code of ethics by the healthcare sectors and this code of ethics must be aligned with the mission statement (Liu et al., 2023). This would help to develop an ethical culture in the healthcare organization and as well as the community as a whole.

Moreover, it is recommended that there must be a safe environment created for the reporting of errors (Naik et al., 2022). The employees must be encouraged to bring any kind of concerns subjected to ethical practices and deviation of policies or any ethical issue which is centred to patient safety (Zappal & Toscano, 2020). The leader in this view must ensure that the reporting is done confidentially and the problem reported is solved and investigated appropriately (Hill, 20019). Lastly, it is recommended that appreciation should be shown for employee who are complying with the ethical standards at the workplace (Solanki et al., 2023). The employees should be recognized in a meaningful way and appreciation and rewards must be given to the nurses and staff members who show higher integrity and clinical care and compassion at work (Sultana et al., 2020). There must a tone set by the leader. For example, leader should set the tone for the entire organization in a way that ethical compliance by employees must be rewarded and recognized and unethical conduct is punished at the same time.

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أثر السلوك الأخلاقي على نجاح المنظمة ونجاح العاملين في شركات الرعاية الصحية بمدينة الرياض

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شكر وتقدير

الدراسية . ثانيًا، أود أن أعرب عن امتناني لأساتذتي أولاً، أود أن أشكر الله تعالى الذي منحني القوة والشجاعة طوال رحلتي لمساعدتي في تحسين أساليب بحثي ووضع حجر الأساس العلمي لبحوثي المستقبلية. وعلى وجه الخصوص، أود أن أشكر المشرف الخاص بي على حماسه التي لا تنتزع، ومشورته الحكيمة، واقتراحاته المثيرة للتفكير، جعلتني منغمساً تماماً في عملي. لقد قدم لي الكثير من التشجيع والتوجيه والمساعدة لمساعدتي في تحقيق هدف بحثي. لن يكون هذا المشروع البحثي ممكناً بدون دعم أساتذتي والزملاء والأصدقاء والعائلة. أود أن أشكر كل شخص على ثقته بقدراتي ودعمهم المعنوي لإكمال هذا المشروع.

خلاصة

سوف يدرس البحث الحالي العلاقة بين السلوك الأخلاقي وتأثيره على النجاح التنظيمي ونجاح الموظفين في قطاع الرعاية الصحية بالرياض. ويدرّس كيف ستؤثر أخلاقيات العمل على مواقف الموظفين وسلوكهم تجاه مكان العمل. حيث أن الرضا الوظيفي سيخلق مشاركة الموظفين التي تؤثر في النهاية على النجاح التنظيمي. وبالتالي، تواجه المنظمات التي تفشل في تبني السلوك الأخلاقي إشكاليات ، مثل ارتفاع معدل دوران الموظفين، وعدم إنتاجية الموظفين، وعدم رضا الموظفين، والتغيب عن العمل. تم جمع البيانات من خلال تطوير استبيان وتوزيع 150 عينة على مديري الموارد البشرية العاملين في قطاع الرعاية الصحية في الرياض، المملكة العربية السعودية. تم تسجيل الاستجابة على مقياس ليكرت الذي يتراوح من أوافق بشدة إلى لا أوافق بشدة. علاوة على ذلك، تم تحليل البيانات من خلال برنامج SPSS. تم تقييم موثوقية هذا البحث من خلال قيمة ألفا كرونباخ وتم اختبار صدق البحث من خلال نموذج الانحدار. كشفت النتائج التجريبية أن هناك علاقة قوية بين السلوك الأخلاقي في المنظمة ونجاح الموظف. وبناءً على النتائج، أوصت الدراسة بأن السلوك الأخلاقي للموظفين في قطاع الرعاية الصحية لا يؤثر على المنظمة فحسب، بل على المجتمع ككل.