Relationship between Management Support of Ethical Behaviors and Teachers' Job Satisfaction: Considering the Moderating Role of Four Demographic Variables

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This study aimed at examining the relationship between the management support of ethical behaviors and satisfaction with pay, satisfaction with promotion, satisfaction with coworkers and supervisors, and satisfaction with work with respect to the moderating role of four demographic variables (i. e., gender, age, marital status, and tenure). To this end, 477 teachers (113 males and 365 females) were selected using convenience sampling from all teachers teaching at different-school levels (primary, secondary, and high school) in the city of Isfahan, Iran, to respond to the research questionnaires. The questionnaires were Golparvar and Nadi's (2010) management support of ethical behaviors and Viswesvaran et al's(1998) job satisfaction questionnaire (including payment, promotion, coworkers , supervisors and work itself). For each of the participants, four variables of gender (male & female), age (up to 40 & 41 and above), marital status (single & married), and tenure (up to 15 years & 16 years and above) were also considered. A moderated hierarchical regression analysis was employed to analyze data drawn from the questionnaires. Results indicated that gender moderates the relationship between the management support of ethical behaviors and satisfactions with supervisor. Age also played a moderator role in the relationship between the

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management support of ethical behaviors pay, promotion and coworkers. Finally, tenure also moderates the relationship between management support of ethical behaviors and satisfaction with pay. The salient findings of this research are that, the management support of ethical behaviors at work settings is a necessity for some job satisfaction facets of younger teachers with less tenure.

Keywords: management support of ethical behaviors, job satisfaction, demographic variables, teachers.

Ethics and the relevant issues such as justice and human values are considered as the most fundamental research issues in different scientific fields. A wide range of research in which concepts relevant to ethics have been used, indicate that nowadays the main portion of challenging problems can be removed with the more dominance of ethical standards over human behavior (Ponnu & Tennakoon, 2009). De Hoogh and Den Hartog (2008) believe that due to public expectations for observing ethical standards, working organizations and institutions pay considerable attention to value and ethical issues. OkPara (2002) also adds that organizations which treat their employees with ethical values like dignity and honesty will experience valuable feedbacks such as high morale, productivity, performance improvement, turnover decrease, and increase in both employee satisfaction and commitment. On the basis of these issues, in recent years, researchers have paid much attention to the role of managers and supervisors concerning the employee's ethical behaviors (Yammarino, Dionne, Schriesheim & Dansereau, 2008, Resick, Hanges, Dickson & Mitchelson, 2006). Fundamentally, management support of ethical behaviors involves leading in a manner that respects the ethical and human rights and dignity of organizations and others (Wintson, 200, Brown, 2007). In this regard, this research focused on the relationship between management support of ethical behaviors and the facets of job satisfaction (including pay, promotion, coworkers , supervisors and work itself), considering the moderating role of 4 demographic variables (i. e. , gender, age, marital status, and tenure).

Job satisfaction is one of the occupational and professional attitudes for which there exist more than 5000 published research studies up to 1990s (Wilson, 1996). It is defined as an employee's overall affective states resulting from an appraisal of all aspects of his or her job. Satisfaction judgments capture the extent to which an employee feels pleased, happy, and rewarded, or displeased, unhappy, and exploited (Ackfeldet & Coote, 2005). The main facets of this construct are: satisfaction with pay, satisfaction with promotion, satisfaction with coworkers (colleague) and supervision and satisfaction with work itself (Golparvar & Barazandeh, 2011). In regard to the importance of job satisfaction, Wilson (1996) points out that awareness of knowledge about job satisfaction is not only favorable, but also one of the key aspects of individuals and organizations performance. This is due to the fact that, latent attitudes in job satisfaction including satisfaction with different facets of jobs play a leading role in all of performance and behavioral areas of individuals in organizations. In fact, it is logical to expect devotion, commitment, and efficiency of the satisfied employees of an organization. On the contrary, it is illogical and impractical to expect a performance and behavior consistent with the organization goals and values of the unsatisfied employees. Yammarino et al. (2008) also argued that when unethical behaviors dominate an organization, the employees' job satisfaction level would be low, but when the employees think that the organization management supports the ethical behaviors, their satisfaction levels would be reinforced. Several studies have already shown that there is a significant relationship between the management support of ethical behaviors and job satisfaction and its different facets (Golparvar & Barazandeh, 2011). Deshpande (1996) and koh and Boo (2001) indicated that, there is a relationship between the monitored environment based on ethical values and the high levels of satisfaction with supervisors in an organization.

Viswesvaran, Deshpande, and Joseph (1998) realized that among middle managers in India, the satisfaction from supervisor is only one

facet of satisfaction related to management support of ethical behaviors. Golparvar and Nadi (2010)and Golparvar and Barazandeh (2011) have also demonstrated that among Iranian teachers there is a stronger relationship between the management support of ethical behaviors and satisfaction from supervisors and colleagues respectively in comparison with other facets of job satisfaction (such as payment, promotion and work satisfaction). The relationships mentioned above have several theoretical implications. According to Viswesvaran et al. (1998) and OkPara (2002) the logic of relationship between management support of ethical behaviors and facets of job satisfaction is latent in the theories of organizational justice and the theory of cognitive dissonance.

Regarding the organizational justice, the dominance of ethical atmosphere and management support of ethical behaviors in the organization provide the employees with this perceptual guarantee that the human and work rights would be observed in allocating and distributing the outcomes and when decisions are made about them. There is a lot of evidence demonstrating a relationship between observing justice and fairness on the part of managers and organization and the increase in the employees' job satisfaction and commitment (Golparvar & Barazandeh, 2011). As for how the employees realize that there is justice and fairness in the work setting, it must be said that under different conditions individuals working in an organization, look for the rules and principles to realize whether there is such justice in the organization or not. The most important principles are consistency, bias, precision, reversibility, representativeness, and compatibility of decisions with ethical standards (Golparvar & Nadi. 2010). According to fairness heuristic theory, the existence of all of these principles to form fairness- and justice-based perceptions in employees is not necessary, particularly when the environmental and incentive clues are vague (Golparvar & Nadi. 2010). It is probable that the individuals would content themselves with the least of these principles. For instance, the managers' behavior performances compatibility with ethical standards can assure the employees that there is

justice governing the organization (Viswesvaran, et. al, 1998). But from the cognitive dissonance viewpoint, the relationship between management support of ethical behaviors and the dimensions of job satisfaction can be accounted for. Accordingly what is of importance is that the individuals variously try to decrease dissonance between what they experience and what they believe. Whereas if there is dissonance between what the individuals experience and what they believe, and if it continues, then the individuals will get to distress and dissatisfaction (OkPara, 2002). In the domain of ethical values, as Golparvar and Barazandeh (2011) believe, the individuals at work settings as other environments call for a harmony between their ethical and human values and ethical culture atmosphere of the organization.

Therefore, if the employees of an organization believe in the doctrines and ethical values, and show sincere commitment, and the management also supports these values and behaviors, due to the decrease in the cognitive dissonance, the personnel satisfaction would be enhanced. (Ponnu and Tennakoon, 2009; De Hoogh and Den Hartog, 2008). However, if the organization management does not directly support the ethical values and behaviors, the personnel would face cognitive dissonance and consequently dissatisfaction is created. On the other hand, there is some evidence indicating that demographic variables can play a moderator role in the relationship between the management support of ethical behaviors and job satisfaction facets. In the methodology module, the role of qualitative variables as moderator variables is clearly known (Golparvar & Nadi, 2010). In a detailed account of the role of moderator variables like tenure, organization rank, gender, and age in job satisfaction, Oshagbemi (2003) introduced gender and age as moderator variables for the relation between tenure, organization rank, and job satisfaction. Golparvar and Nadi (2010) demonstrated that age and tenure moderate the relationship between managers' support of ethical behaviors and satisfaction with pay. Gender also moderates the relationship between managers' support of ethical behavior and satisfaction with supervision,

colleagues, pay, and promotion. Finally, marital status also moderates the relationship between the managers' support of ethical behavior and satisfaction with pay (Golparvar & Nadi, 2010, Golparvar & Barazandeh, 2011). Thus, it seems that among different demographic groups the degree of importance which people consider for justice and cognitive dissonance is different from each other. Therefore, in order to draw meaningful conclusions, this study was designed to investigate the relationship between management support of ethical behaviors and facets of job satisfaction (including pay, promotion, coworkers , supervision and work itself) considering the moderating role of the demographic variables (i. e., gender, age, marital status, and tenure). Examining the above-mentioned relationships not only increases the span of human knowledge in the domain of the role of managers' support of ethical behaviors in organizations but also sheds light on the moderator role of demographic variables in those relations. Thus, our research hypotheses are as follow:

H1: There is a relationship between the managers' support of ethical behaviors and satisfaction with each one of the pay, promotion, coworkers, supervision, work itself, and the overall job satisfaction.

H2: Gender, age, marital status and tenure moderate the relationship between the managers' support of ethical behaviors and satisfaction with each of the pay, promotion, coworkers, supervision, work itself, and the overall job satisfaction.

Method

Participants

The statistical population of this research consisted of 5000 teachers at different school levels (primary, secondary and high school) in the autumn & winter 2009 in Isfahan, Iran. Four hundred and seventy-seven teachers (including 113 males and 364 females) were selected using the convenience sampling method to form the sample of this study. Age mean of the participants was 39.21 (SD =7.01) and the tenure mean was 17.30 (SD=6.63). Upon the agreement of schools' headmasters/mistresses, at

least 3 and at most 7 teachers were selected out of the teachers working in each school to answer the research questionnaires. The sample size of this research was determined on the basis of Aiken and West (1991) suggestions for the sample size of moderated hierarchical regression analysis.

Instruments

To make sure about the accuracy of Persian translations of research questionnaires, back translation technique was employed (i.e., the questionnaires were translated back into English. Then they were employed in this study when the researchers made sure about their accuracy).

1) *The Management support of ethical behaviors*. Teachers' perception of management support of ethical behaviors was measured with the questionnaire adopted from Golparvar and Nadi (2010). This questionnaire consists of three Likert items that are represented on a 4-point continuum (1=strongly disagree, to 4=strongly agree), with higher scores indicating greater management support of ethical behaviors. Results from a prior study (Golparvar & Nadi, 2010) and the findings of this research (on the basis of an exploratory factor analysis to study the construct validity of this questionnaire) determined that the second question (managers in the organization should pay more attention to high level ethical standards) didn't have a desired factor–loading. Removing this question, the two remaining questions with factor-loadings of 0.793 (Eigenvalue of 1.25 explaining 62.84 percent of the variance) has fixed the single factor loading of the questionnaire. In Golparvar and Nadi's research (2010), the Cronbach's alpha for the two remaining questions has been equal to 0.6. In the present research, the Cronbach's alpha has been found to be 0.61. One of the two questions of this questionnaire is as follows: "Everybody knows that the top manager of the organization does not tolerate the non-ethical behaviors at all ".

2) *The job satisfaction questionnaire.* To examine the facets of job satisfaction, a questionnaire including 20 questions presented by Viswesvaran et al., (1998) focusing on five facets of pay, promotion, work, coworkers, and supervision was used. This questionnaire includes simple questions that do not cause any difficulty for respondents while responding. Teachers reported their agreement to items on a 4-point (1=strongly disagree, to 4=strongly agree) Likert-type scale. Eight questions out of the twenty ones are reversely scored (1=strongly agree, to 4=strongly disagree). The two exploratory factor analyses (principal components method, varimax rotation) that were conducted by Golparvar and Nadi (2010) as well as in this research, indicated that the questions related to satisfaction with supervision, and those related to the satisfaction with coworkers would all tend to be located on the same factor. However due to the content independence of the questions related to these two different domains, these two factors were considered as independent. Moreover, the set of factors extracted through exploratory factor analysis made 60.18 percent of the questionnaire variance. In Golparvar and Nadi (2010) research, the Cronbach's alphas of the five sub-scales of this questionnaire have fluctuated from 0.6 to 0.73. In this research, the Cronbach's alphas for the related variables were as follows: Satisfaction with pay = 0. 7, satisfaction with promotion = 0. 7, satisfaction with coworkers = 0. 61, satisfaction with supervision = 0. 75, and satisfaction with work itself= 0. 7.

3) *Demographic variables.* In addition to the measured variables by the above questionnaires, gender (male = 0 female= 1), marital status (single = 0 married = 1), age (up to 40 = 0 , 41 and above = 1) and tenure (up to 15 years = 0 , 16 years and higher = 1) were also measured in the form of the dummy variables to enter the moderated hierarchical regression analysis. Age, tenure, and marital status groupings have been done especially based on the previous research background (Golparvar & Nadi, 2010, Golparvar & Barazandeh, 2011, Okpara, Squillace & Erondu, 2005; Oshagbemi, 2003).

The obtained data from the research questionnaires were analyzed using the Pearson correlation coefficient and the moderated hierarchical regression in accordance with the first and the second research hypotheses. When the interactions of gender, age, tenure and marital status with management support of ethical behaviors in the hierarchical regression analyses are significant, the simple slope analysis has been performed on the basis of subgroups of demographic variables. The stages of hierarchical regression analysis, which presented in Tables 2 and 3, have been conducted on the basis of Aiken and West's (1991) suggestions for the moderated regression analysis.

Results

Two hundred and sixty-one out of the 477 participants in the sample were up to forty years old and 216 ones out of the 477 were 41 years old or higher. Moreover, 190 of the participants had tenures of 15 years and 287 had tenures of 16 years or higher. Sixty-three were single and 414 were married. In Table 1, the descriptive statistics together with the intercorrelations between the pairs of the research variables have been presented.

Table 1

The Descriptive Statistics and the Intercorrelations between the Pairs of the Research Variables

Row Research variables	Mean	SD	1	2	3	4	5
1 Manager's support of ethical behaviors	3. 96	1. 29	-				
2 Satisfaction with pay	12. 95	2. 37	. 143*	-			
3 Satisfaction with promotion	11. 5	2. 22	. 142**	. 427**	-		
4 Satisfaction with Colleagues	8. 43	1. 96	. 283**	. 194**	. 238**	-	
5 Satisfaction with supervisor	9. 03	2. 43	. 326**	. 262**	. 329**	. 578**	-
6 Satisfaction with work	8. 43	2. 50	. 092	. 038	. 159*	. 303**	. 299**

*P<0. 05   **P<0. 01

As it can be observed in Table 1, managers' support of ethical behaviors has the highest to the lowest correlation with the following variables, respectively: satisfaction with supervision ($r = 0.326$), satisfaction with coworkers ($r = 0.283$), satisfaction with pay ($r = 0.143$), satisfaction with promotion ($r = 0.142$) and satisfaction with work ($r = 0.092$). The results of the moderated hierarchical regression have been presented in Table 2.

Table 2

The Results of the Moderated Hierarchical Regression Analysis to Predict Job Satisfaction Facets

Row	Predictive variables	Satisfaction with pay			Satisfaction with promotion			Satisfaction with coworkers			Satisfaction with supervision			Satisfaction with work		
		model 1	model 2	model 3	model 1	model 2	model 3	model 1	model 2	model 3	model 1	model 2	model 3	model 1	model 2	model 3
		β	β	β	β	β	β	β	β	β	β	β	β	β	β	β
1	Manager's support of ethical behavior	.14**	.14**	.27**	.15**	.15**	.23**	.28**	.29**	.38**	.33**	.33**	.39**	.09**	.1*	.14*
2	Age	-	.12*	-.32*	-	.07	-.19	-	-.09*	-.41**	-	0	-.21	-	-.14	-.3*
3	MSEB * Age	-	-	-.47**	-	-	-.28*	-	-	-.34*	-	-	-.23	-	-	-.17
4	ΔR^2 or R^2	.021**	.014*	.021**	.24**	.004	.01*	.081**	.008*	.011*	.108**	0	.005	.094**	.02*	.003
5	ΔF or F	9.5**	6.33*	9.79**	11.15**	2.07	3.95*	39.68**	4.16*	5.42*	54.53**	0	2.52	3.99*	9.36*	1.3
6	SEX	-	.07	.11	-	.07	0.11	-	-.009	-.09	-	-.13**	.11	-	-.31**	-.41**
7	MSEB * SEX	-	-	.04	-	-	.05	-	-	.003	-	-	.29*	-	-	-.12
8	ΔR^2	-	.005	0	-	.005	0	-	.08*	0	-	.016**	.01*	-	.094**	.001
9	ΔF	-	2.49	.06	-	2.35	.08	-	4.26*	0	-	8.7**	3.22*	-	48.39**	.49
10	Marriage	-	.14**	.18	-	.08	.12	-	-.08*	-.09	-	-.01	-.17	-	-.02	.16
11	MSEB * Marriage	-	-	.05	-	-	.06	-	-	-.01	-	-	-.23	-	-	.27

12 $^{2}\Delta R$	-	.021**	0	-	.01*	0	-	.01*	0	-	0	.002	-	0	.002
13 ΔF	-	9.96**	.031	-	3.21*	.06	-	3.36*	.003	-	.08	.86	-	.16	1.08
14 Tenure	-	.14**	-.15	-	.1*	.04	-	-.05	-.06	-	.02	-.08	-	-.12**	-.25
15 MSEB * Tenure	-	-	-.32*	-	-	-.08	-	-	-.02	-	-	-.12	-	-	-.15
16 $^{2}\Delta R$	-	.02**	.01*	-	.01*	0	-	.003	0	-	0	.001	-	.15**	.002
17 ΔF	-	8.82**	4.29*	-	4.37*	.18	-	1.31	.016	-	.16	.57	-	6.83**	.91

* $P<0.05$ ** $P<0.01$

Note: Model 1= Main effect of MSEB, Model 2: Main effect of demographic variable and MSEB, Model 3= Interactive effect of MSEB * demographic variables

As it can be seen in the third row of Table 2, age has moderated the relationship between manager's support of ethical behaviors and satisfaction with pay (β=-0.47, ΔR^2=0.021), satisfaction with promotion (β=0.28, ΔR^2=0.01), and satisfaction with coworkers (β=-0.34, ΔR^2=0.011). The results of the regression analysis for each of the age subgroups have been shown in Table 3. As observed in Table 3, in the seventh row, gender has significantly moderated the relationship between the manager's support of ethical behaviors and satisfaction with supervision (β=0.29, ΔR^2=0.01).

The eleventh row in Table 2 shows that marital status has not moderated the relationship between the management support of ethical behaviors and job satisfaction facets. Finally, the 15th row in Table 2, indicates that tenure moderates the relationship between management support of ethical behaviors and satisfaction with pay (β=0. 173 and ΔR^2=0. 026). The result of the regression analysis for the tenure subgroups and the results of the regression analysis between the two subgroups of gender for the relationship between MSEB and satisfaction with supervision have been indicated in Table 3.

Table 3
The Results of the Regression Analysis for Subgroups of Demographic Variables

Criterion variables					Subgroups of Demographic variables	Predictive variable	Row
Work satisfaction	Supervisor satisfaction	Colleague satisfaction	Promotion satisfaction	Satisfaction with pay			
·	-	. 14*	. 21**	. 25**	Up to 40 years old	MSEB	1
	-	. 04	. 06	-. 02	41 and above years old		
·	. 21*	-	-	-	Male	MSEB	2
·	. 37**	-	-	-	Female		
·	-	-	-	. 26**	Up to 15 years of tenure	MSEB	3
·	-	-	-	. 07	16 and above years of tenure		

Note: standardized regression coefficients (betas) are shown in Table 3
* P<0. 05   ** P<0. 01

As it can be observed in the first row of Table 3, MSEB has significant correlations only with the satisfaction with pay, promotion and coworkers in the group of up to 40 years old. In the second row of Table 2, it is shown that, managers' support of ethical behaviors (MSEB) has significant correlation with supervisor satisfaction in males and females, but this

relation is stronger in females group than males. Also, MSEB has a significant correlation with satisfaction with pay in the group of up to 15 years of tenure. Simple slopes of relationship between MSEB and satisfaction facets which are presented in Table 3, are shown in figure 1 to 5.
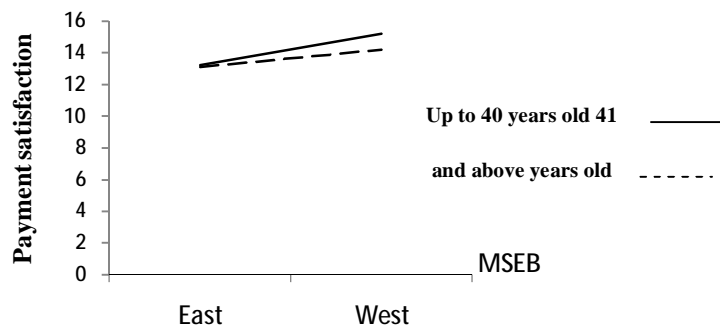

Figure 1
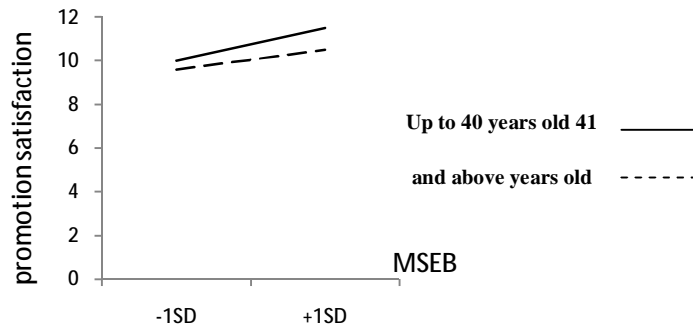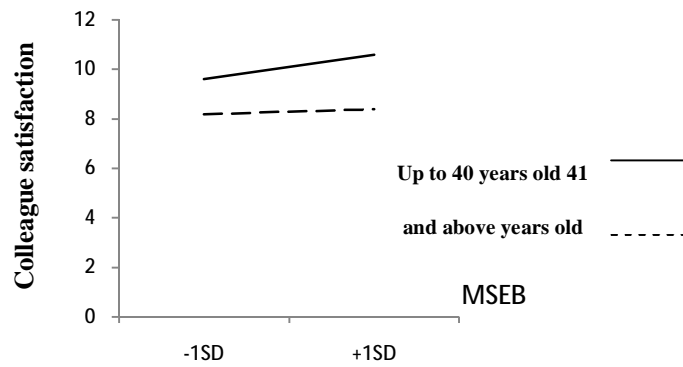**Moderating Effect of Age in the Relationship between MSEB and Satisfaction with Pay**

Figure 2
Moderating Effect of Age in the Relationship between MSEB and Satisfaction with Promotion

Figure 3
Moderating Effect of Age in the Relationship between MSEB and Satisfaction with Work
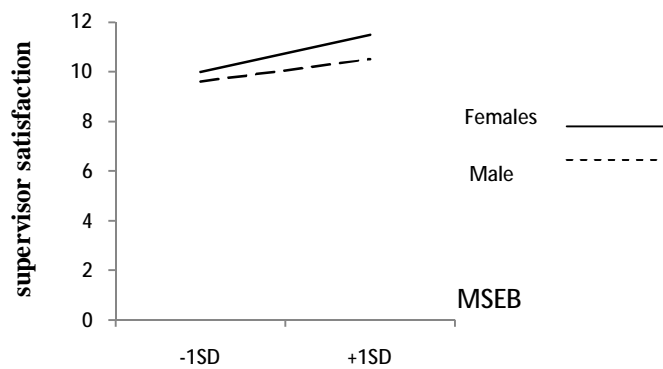

Figure 4
Moderating Effect of Gender in the Relationship between MSEB and Satisfaction with Supervision
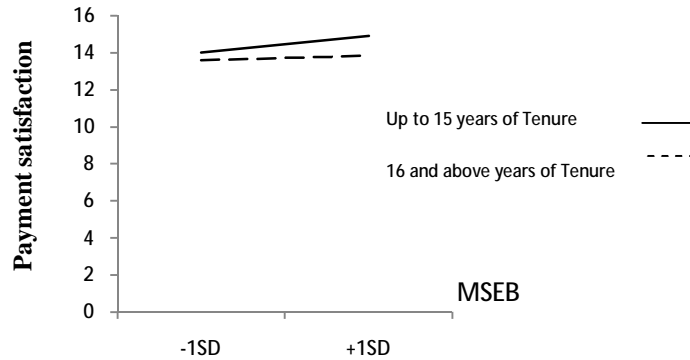
Figure 5

Moderating Effect of Tenure in the Relationship between MSEB and Satisfaction with Pay

Discussion

In the current study, the relationship between management support of ethical behaviors and the job satisfaction facets (satisfaction with pay, promotion, coworkers, supervision, and work), considering the moderating role of the demographic variables of gender, age, tenure, and marital status was examined. In fact, this study intended to find out whether various demographic groups have different sensitivity towards justice and cognitive dissonance which eventually would cause a difference in the relationship between management support of ethical behaviors and different facets of job satisfaction in various demographical groups. The findings of this study in line with the role of the demographic variables as moderator variables provided a relative support for the issue of the relationship between management support of ethical behaviors and job satisfaction. There is a high probability that particular demographic groups such as females (and in some cases males), young and low experienced teachers are more sensitive to justice and cognitive dissonance. Several studies such as Golparvar and Nadi (2010), Golparvar and Barazandeh (2011) and OkPara (2001) have indicated that in work settings, the demographic variables are the potential moderators of individuals'

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attitudes and feelings, especially those of teachers. What Golparvar and Nadi (2010) have emphasized in their study is that different demographic groups have numerous and various standards for achieving a certain amount of job satisfaction. In fact, the researchers believe that there are multiple standards in the domain of job satisfaction, especially among the teachers, that are used for achieving a certain amount of job satisfaction (Golparvar and Barazandeh, 2011).

Based on what Vieswesvaran et al., (1998) have suggested, nowadays there are two approaches in the domain of theoretical implication of the relation between management support of ethical behavior and facets of job satisfaction: justice and cognitive dissonance approach. Based on the justice theory, management support of ethical behavior, as a determinant standard and criterion, can relieve the employees of an organizational worry that their rights would not be violated. According to the cognitive dissonance, managers' adherence to human values and morality and their support of these behaviors, in terms of a cognitive approach, would not cause dissatisfaction and uneasiness in the employees. Therefore, the first result of this research is that in the case of both male and female teachers (Figure 4), management support of ethical behaviors would improve their satisfaction with supervision. Particularly, this means that the management support of ethical behaviors would conceptually give the female teachers in comparison with the male teachers the relief that their rights would not be violated and because of this feeling the level of their satisfaction with supervision would be raised.

But in the age and tenure groups (Figures 1, 2, 3, and 5), especially in the age group of up to 40 years and the tenure group of up to 15 years, the management support of ethical behaviors has a stronger relationship with satisfaction with pay in comparison to the age and tenure groups of higher levels (i.e., above 40 and 15 years). In fact, the more there are teachers younger than 40, the stronger the relationship of the of the management support of ethical behaviors with the satisfaction with pay, promotion and coworkers. Therefore, it seems necessary to revise the two approaches of

justice and cognitive dissonance in a way to show that in different age and tenure groups, the presence of various justice principles in organizations and the experience of the management support of ethical behaviors would be of different functions and interpretations. It seems that the younger and the less experienced teachers have greater need for justice to achieve a high level of job satisfaction (Golparvar and Barazandeh, 2011). The reason is that for them observing ethical rules can be considered as a guarantee of a promising future. Therefore, in justice approach it seems necessary to consider the need for justice. This means that if the staff of an organization feels that they do need to observe the ethical and justice values and rules, the management support of ethical behaviors would boost their satisfaction level. However, when such a requirement is not seriously felt, the management support of ethical behaviors does not seem to have a significant relationship with the teachers' job satisfaction. Thus, the researchers of this study believe that the future studies need to focus on an examination of the moderator role of the need for justice in connection with the management support of the ethical behaviors and teachers' job satisfaction.

Conclusion

All in all, one of the most important results obtained from this research is the relative role of demographic variables such as gender, age and tenure between the management support of ethical behaviors and facets of job satisfaction among teachers. The most salient point is that the existence of an ethical atmosphere in organizations and especially at work settings of younger teachers with less tenure is a necessity for their effective and efficient performance. This is due to the fact that, the existence of ethical atmosphere and management support of ethical behaviors would result in the improvement of the satisfaction level with pay, promotion, and coworkers. Accordingly, teachers with higher satisfaction level would do their best to achieve a more desirable performance. It is worthy of note that this research was conducted on teachers and the generalization of the

results to other occupational groups should be made with due caution. Moreover, the Cronbach's α (alpha) for the questionnaire of the management support of ethical behavior questionnaire was at a medium level and it needs to be considered as one of the limitations of the study.

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