

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF ETHICAL CLIMATE ON
ORGANIZATIONAL COMMITMENT AND JOB
SATISFACTION OF EMPLOYEES IN MECHANICAL
SECTION UNDER DEPARTMENT OF HIGHWAYS,
MINISTRY OF CONSTRUCTION**

**WAH WAH
EMBA II - 45
EMBA 18th BATCH (NAYPYITAW)**

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ACADEMIC YEAR (2019-2022)

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Hinthada University

Submitted By:

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Ethical Climate on Organizational Commitment and Job Satisfaction of Employees in Mechanical Section under Department of Highways , Ministry of Construction**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The purposes of this study are to analyze the effect of ethical climate on organizational commitment of employees and to analyze the effect of organizational commitment on job satisfaction of employees at Mechanical Section under Department of Highways, Ministry of Construction. Primary data are collected from 153 respondents by using simple random sampling method. The sample size is calculated by using the Raosoft Sample Size Calculator. Secondary data are obtained from reports, journals, text books, related websites, social media pages and previous research papers. According to descriptive statistic analysis, among the ethical climate regulations has the maximum mean value and employees are following the organization's rules and procedures. Instrumental has the minimum mean value while employees are protecting the organization's interest during the work consideration. All the variables of ethical climate are agreed level. The regression results show that care, regulations and work goals have significantly positive effects on affective commitment of employees who are working at Mechanical Section under Department of Highways. In addition, instrumental and work goals have significantly positive effects on continuance commitment of employees. Moreover, care, instrumental and work goals have significant and positive effects on normative commitment. According to the result, all organizational commitment have significantly positive effects on job satisfaction. This study suggests that the management should explore employees ethical climate to improve organizational commitment and job satisfaction of employees in Mechanical Section under Department of Highways.

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
DOH	Department of Highways
ETC	Ethical Climate Theory
MOC	Ministry of Construction
OB	Organizational Behavior
SOP	Standard Operating Procedures

CHAPTER I

INTRODUCTION

Infrastructures are a basic need for the development of a country. Roads, bridges, airfields, buildings, power plants, transmitting lines, gas pipelines, factories, rail lines and stations, telecommunication lines and towers, dams and irrigation facilities, tunnels, etc. are the product of the “ Construction Industry ”. These issues require careful management despite government claims that they can be handled effectively and efficiently.

In any organization, employees are important and valuable assets for the goodness and effectiveness of job satisfaction. An employee carries out their required tasks and performs their duties. Organizations need an excellent strategy for employees who are ethics, enthusiastic and feel at ease sharing their personal stories and viewpoints. In today’s organization, work ethics is critical due to changes in employee behaviors that are crucial to the organization's success. According to Valentine and Barnett (2007), a crime committed by an employee drastically degrades the corporate image. Currently, there is confusion on the selection of dimensions of work ethics. Every organization needs to have a work ethic. Having an ethical climate and work ethic improves organizational commitment and job satisfaction for all employees. The organization needs to have strong work ethics for employees to behave ethically. Employees who work for organizations that emphasize creating strong work ethics relevant to the difficulties they encounter will act ethically (Valentine & Barnett, 2007).

The ethical climate is one of the key factors influencing employee attitudes and intra-organizational relationships, which significantly affects organizational outcomes. An ethical work environment is characterized by how employees generally see the ethically-related rules, practices, and standards that their employer upholds, encourages, and expects. An ethical environment can influence employee job satisfaction and organizational commitment and promote job performance and turnover intentions. Achievement of the objectives of an organization can be managed by a professional ready to meet the challenge by increasing the organization's reputation, existence, and image through in-depth analysis and ongoing evaluation.

Ethical climate influences organizational commitment and job satisfaction. Organizational commitment is critical to retaining and attracting well-qualified personnel. Organizational commitment is the degree to which a person identifies with and is

actively involved in a certain organization (Porter et al., 1974). Meyer and Allen(1993) contended that perceptions could influence the development of three aspects of commitment: affective (wanting to stay with an organization due to " emotional ties to, involvement with, and participation in the organization "), normative (feeling a moral obligation to remain with the organization), and continuance ("feeling stuck" and staying because it is too costly to leave).Employees who commit take satisfaction in organizational membership and accept it as accurate with within side the desires and values of the organization, and consequently show better overall performance and productivity (Steinhaus & Perry, 1996).

Job or work is a vital aspect of an individual's life, and it occupies a lot of personal and professional time compared to any other activity. Job satisfaction describes how much extent to which an individual is pleased, comfortable, or satisfied with a job. The happiness experienced once a need is met known as satisfaction. A person is satisfied when expectations, desires, or requirements have been met. Job satisfaction is a pleasant psychological attitude of employees resulting from comparing desired, expected or deserved results in a job (Kim & Miller, 2008). Job satisfaction can be seen as an essential practical outcome of ethical work (Putra et al., 2019).

In Ministry of Construction, engineering is an important and learned profession. As a members of this profession, engineers are expected to exhibit the highest standards of honesty and integrity. Engineering has a direct and vital effect on the quality of life for all people. Accordingly, the service provide by engineers require honesty, impartiality(equal treatment), fairness and equity and must be dedicated to the protection of the public health, safety and welfare. Engineers must perform under a standard of professional behavior that requires commitment to the highest principles of ethical conduct. Thus, this study aims to analyze the effect of ethical climate on organizational commitment in Mechanical Section under Department of Highways under Ministry of Construction and to examine the effect of organizational commitment on Job satisfaction in Mechanical Section under Department of Highways(DOH), Ministry of Construction (MOC).

1.1 Rationale of the Study

In the competitive environment, organizations mostly rely on their employees. Especially in recent years, the fact that the level of satisfaction is as essential for the employee as it is for the organization is an issue often emphasized in studies on

management. No organization can survive without work ethic, organizational commitment, and job satisfaction. Improved organizational commitment can be physical and mental, reflecting the behavioral and attitudinal fundamentals of the concept. Without the practice of work ethic factors by the organizations, the higher performance of employees and the employee's job satisfaction and intention cannot be expected.

Organizational commitment is an individual's obligation to remain committed and focused on their task (Abdullah, 2011). It is measured through three scales: affective, normative, and continuance commitment (Meyer et al., 1993). All three types of commitment are valuable and significant in their own right. Affective commitment is an employee's attachment to his organization and its goals (O'Reilly & Chatman, 1986). Because of the connections made at work and other benefits, an employee's organizational commitment is linked to continuance commitment.

On the other hand, the commitment that is founded on a sense of obligation is called normative commitment (Jaros, 2007). Employees are the core assets and a vital part of any organization that handles all means of production. As a human being, this is human nature that employees are satisfied or dissatisfied with their job. Moreover, In current organizations, work ethic, organizational commitment, and job satisfaction are crucial subject of attention which is very considered by the higher authorities, policymakers, and top executives because this issue is related to many other significant problems of the organization.

Ethics is very crucial to understanding how well an employee is doing. Ethics of work shows how much an employee values them. Employee perceptions of an organization's ethical behavior can lead to favorable outcomes and increased organizational performance. The perception of ethical behaviour can increase employee performance, organizational commitment, and job satisfaction. When employees perceive their organization as ethical, they are more likely to stay (Butterfield & McCabe, 1998). In other words, employees with favorable perceptions of the firm's ethical climate are committed to their jobs (Karatepe, 2013).

Job satisfaction is considered a critical success factor for organizations. Several types of research on this topic have been conducted worldwide. In recent decades, this issue has produced interest in Myanmar as well. Unfortunately, it is observed that there is not enough research made in Myanmar's major governmental institutions about job satisfaction. Public organizations are essential for the country and its economy. Therefore, the issue is significantly vital for public government institutions. For these reasons, one of

the fundamental public institutions is selected for this study on measuring organizational commitment and job satisfaction. Because lower levels of commitment and job satisfaction have been associated with reduced productivity, stagnant creativity, higher levels of turnover, and abnormal workplace behaviors, it is crucial to understand the potential factors influencing these variables.

The relationship between work ethics, organizational commitment and employees' job satisfaction is becoming more and more supported by the available data. In today's competitive environment, a considerable body of indication represents the advantages to the organization of having strongly engaged employees. As a profession, engineering constantly involves the exercise of expert judgment and discretion in the performance of services in Ministry of Construction. Engineers are expected to use their education, training and experience in a manner that comports with public health and safety. However, where do engineers turn for guidance in determining the most appropriate course to follow in the previously cited cases? One possible source is ethical codes. Except in the most basic circumstances, codes of ethics do not provide answers or solutions to ethical dilemmas (difficulty or problem) faced by engineers but they do offer guideposts that can be helpful in evaluating the circumstances. Thus, this study examines the effect of ethical climate on organizational commitment and job satisfaction among employees in Mechanical Section under Department of Highways in Ministry of Construction.

1.2 Objectives of the Study

The objectives of the study are as follow:

- (1) To analyze the effect of ethical climate on organization commitment in Mechanical Section under Department of Highways, Ministry of Construction
- (2) To examine the effect of organizational commitment on job satisfaction in Mechanical Section under Department of Highways, Ministry of Construction

1.3 Scope and Method of the Study

In this study, theories of ethical climate, organizational commitment and job satisfaction are used to analyze the effect of ethical climate on organizational commitment and the effect of organizational commitment on job satisfaction. The study mainly focuses on the effect of ethical climate on organizational commitment and the effect of organizational commitment on job satisfaction of employees in Mechanical

Section under Department of Highways, Ministry of Construction. The survey was conducted on employees of Mechanical Section under DOH, MOC. Primary data are collected from 153 respondents of 259 employees by using the Raosoft sample size calculator. The study period is from June to September 2022.

The descriptive and analytical research method are used in this study. It is a quantitative study where structured questionnaires are given to the respondents and uses both primary and secondary data. The sampling method is a simple random sampling method and five-point Likert Scale questionnaires are used to measure ethical climate, organizational commitment and job satisfaction of employees working at Mechanical Section under DOH. Secondary data and required information are obtained from reports, journals, text books, related websites, social media pages and previous research papers. For data analysis, descriptive methods and regression are practiced in this study.

1.4 Organization of the Study

This study is composed of five chapters. Chapter one includes the rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two illustrates the concepts and theoretical framework that are related to ethical climate, organizational commitment and job satisfaction, their empirical studies and the conceptual framework of this study. Chapter three presents the profile of DOH, ethical climate of DOH, research design, reliability test, demographic profile of employees at Mechanical Section under Department of Highways, Ministry of Construction. Chapter four discusses analysis on the effect of ethical climate on organizational commitment of employees at Mechanical Section under DOH and analysis on the effect of organizational commitment on job satisfaction of employees at Mechanical Section under DOH. Finally, chapter five is the conclusion of the thesis which consists of findings and discussion, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of organizational behavior and the effects of ethical climate on organizational commitment and job satisfaction. Additionally, the findings and suggestions of previous empirical studies are described, and the proposed conceptual framework of the study is illustrated in the final part of this chapter.

2.1 Organizational Behavior

Organizational behavior (OB) is a field of study that investigates the impact individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness (Robbins & Judge, 2009). There are three determinants of behavior within organizations: individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively. Organizational behavior is the study of what people do in an organization and the way their behavior affects the organization's performance. Because OB is concerned specifically with employment-related situations, it examines behavior in the context of job satisfaction, absenteeism, employment turnover, productivity, human performance, and management.

One of the principal applications of OB is toward an improvement in interpersonal skills. Developing managers' interpersonal skills helps organizations attract and keep high-performing employees, which is important since outstanding employees are always in short supply and are costly to replace. But the development of interpersonal skills is not the only reason OB matters. From the organizational standpoint, incorporating OB principles can help transform a workplace from good to great, with a positive impact on the bottom line. There are strong associations between the quality of workplace relationships and employee job satisfaction, stress, and turnover. Employees who relate to their managers with supportive dialogue and proactivity find that their ideas are endorsed more often, which improves workplace satisfaction. Increasing the OB element in organizations can foster social responsibility awareness. Accordingly, universities have begun to incorporate social entrepreneurship education into their

curriculum in order to train future leaders to address social issues within their organizations. This is especially important because there is a growing need for understanding the means and outcomes of corporate social responsibility.

2.2 Ethical Climates

The traditional definition of ethical climate is a collection of agreement perceptions of formal and informal procedures and regulations that influence expectations for ethical behavior inside a company or organization. Ethical climate defines correct behavior and how organizations should handle ethical issues. For this reason, it plays a crucial role in organizational life. An ethical climate of friendship predicted better employees' attitudes and behavioral intentions, which were mediated by identification with and commitment to the organization.

Ethical climates are subsets of organizational work climates. Ethical climates refer to organizational practices and procedures that define what is considered right or wrong within an organization (Parboteeah & Kapp, 2008). Victor and Cullen (1988) were the first to propose the ethical climate theory. Kohlberg (1984) studied on moral development and Schneider (1983) explored on sociocultural theories of organization. Their ECT framework consists of a two-dimensional model of ethical climate types. One dimension is ethical philosophy, and the other is based on the sociological theory of reference groups. The three ethical constructs are egoism, benevolence and principle. The other construct, locus of analysis, was categorized by Victor and Cullen (1988) as individual, local, and cosmopolitan. Crossing these two criteria results in nine theoretical climate types, as shown in Figure (2.1).

Figure (2.1) Theoretical Strata of Ethical Climate

		Locus of Analysis		
		Individual	Local	Cosmopolitan
Ethical Theory	Egoism	Self-Interest	Company Profit	Efficiency
	Benevolence	Friendship	Team-Interest	Social-Responsibility
	Principle	Personal Morality	Company rules and procedures	Law and Professional codes

Source: Victor & Cullen (1988)

From nine ethical climate types, research demonstrated that five ethical climate types are the most commonly occurring ones. These five ethical climate types are represented in Figure (2.2).

Figure (2.2) Five Common Empirical Derivatives of Ethical Climate

		Locus of Analysis		
		Individual	Local	Cosmopolitan
Ethical Theory	Egoism	Instrumental	Instrumental	
	Benevolence	Caring	Caring	
	Principle	Independence	Rules	Law and code

Source: Victor & Cullen (1988)

The role of an ethical climate in an organization is critical. Verbeke et al. (1996) demonstrated that an organization's ethical climate drives its values and encourages expected behaviors, which in turn, influences its employees' ethics. According to Schwepker (2001), "management can improve an ethical climate that positively influences ethical behavior in the organization" by implementing and upholding codes of conduct, rules, and policies regarding ethical behavior as well as enforcing positive and negative discipline where necessary. Additionally, Valentine and Barnett (2003) discovered that employees of all stripes favor working for organizations that have a strong ethical culture. This makes sense because an organization with a positive ethical climate typically has a more pleasant working environment, fostering ethical values such

as morality and belief (Schwepker, 2001). Babin et al., (2000) study also revealed that a more robust ethical climate brings less role stress, organizational commitment, and greater job satisfaction.

Al-Nashash et al., (2018) stated that work ethic is critical to increasing employee job satisfaction and other organizational outcomes. Most importantly, the managerial level must know that increasing employee job satisfaction can lead to increased organizational commitment, lower labor turnover, and improved productivity.

The primary objective of ethics-enhancing job satisfaction is to create appropriate conditions for motivated researchers to engage in research-oriented work. Work ethics is a collection of values and morality used to describe people's actions and behavior and compare them to their culture (Geren et al., 2011). There are many components of work ethics examined and highlighted by previous research. This study focuses on work ethics like care, ethics code, regulations, instrumental, independence, hard work, and work goal.

(a) Care

Care is defined as the attitude of the employees towards their colleagues and other people inside and outside the organization. When the employees get additional benefits and compensation from the organization, they care for the organization, too, by obeying professional codes ethically.

The caring construct emerges from benevolence theory – the essence of benevolence theory is that positive behaviors are encouraged for the greatest number of constituents. Individuals operating in caring climates perceive that decisions should be based on a primary concern for others (Martin & Cullen, 2006). Caring climates are found to be associated with a lot of beneficial and positive organizational outcomes. For instance, Tsai and Huang (2008) found that caring climates were associated with elevated levels of job satisfaction. And they also found that caring climates positively correlate with organizational commitment. Several other studies found positive outcomes associated with caring climates (Parboteeah et al., 2010).

(b) Ethics Code

A Code of ethics has been considered by Elçi and Alpan (2009) that confirmed work attitude and job satisfaction. The ethics code is defined as the ethical code based on the professions of the individual employee. The employees' ethical behavior and work ethics play a vital role in the organization. The employee's work ethic helps the

organization to understand the employee's behavior ethically (Valentine & Barnett, 2007).

The fundamental ethical criterion is the main framework for the law and code ethical climate. The law and code climate fosters the expectation that people operating under it have to adhere to codes and regulations of their profession or other external codes. Like the caring and independent climates, this climate has been associated with many positive outcomes, such as elevated levels of satisfaction, commitment, reduced turnover, and reduced bullying (Parboteeah et al., 2010).

(c) Regulations

Rules set for the employees to obey and visualizing their attitude are considered regulations. An increase in the ethical behavior of employees encourages work regulation in the organization (Kaptein, 2008). Thus the organization needs to control employees' work behavior, eventually improving their loyalty and satisfaction. Organizations that focus on pay and employee participation increase employees' commitment.

This particular climate is based on the construct defined as organization rules and procedures. In the rules climate, organizational assessments are perceived as being guided by a strong and general set of local regulations and standards such as codes of conduct (Simha & Cullen, 2012). Rules climates, too, have been associated with positive outcomes such as elevated satisfaction, commitment, and reduced turnover (Parboteeah et al., 2010).

(d) Instrumental

Victor and Cullen (1988) investigated the factors of work ethics like caring, instrumentality, and regulation. They found that work ethics helps to prevent issues that will be effective for the organization and employees. In the recent research performed by Shacklock et al. (2011), approach to developing and measuring instrumental ethics leads to work satisfaction. Instrumental is described as selflessness among employees towards their coworkers in the organization. They also described instrumental as the degree to which employees look out for their interests.

(e) Independence

Employees have the right to be guided by their interests in the organization. Every employee in the organization approves of what is right and wrong. The dimensions associated with independence with the principle of ethics are related to the employee's

personal and moral beliefs. Employees focus on themselves and are shown by their ethics. The degree to which employees are personally recommended by their moral beliefs is considered independence (Shacklock et al., 2011).

The independence climate is associated with the independence of thought and action. Individuals believe they must act on deeply held, personal moral convictions in these climates to make ethical decisions. Decision-making in independence climates emphasizes personal moral beliefs with minimal regard for outside influences (Martin & Cullen, 2006). These individual principles are carefully considered (Martin & Cullen, 2006). The deciding factor for people's actions is based on personal moral beliefs (Tsai, Huang 2008). On a similar note, Ambrose et al. (2008) found that individuals with a post-conventional level of cognitive moral development work in independence climates.

(f) Hard Work

Employees with the attitude to work hard in the organization are defined as hard workers. Faithful involvement and commitment to work lead to a decrease in unethical behavior like begging, laziness, and a waste of time. And the quality of work was found to be more important than hard work, with an integral component of motivation and human life.

In the context of this study, hard work is a perception that it is easy to emerge as a higher character and obtain their goals through a commitment to the value and significance of work. A person who is committed to working hard may overcome practically any challenge, accomplish personal objectives, and improve themselves (Miller et al., 2002). They are primarily responsible for achieving personal goals like the desire for achievement and personal wealth (Buchholz, 1978). Furnham (1984) observed that people who join the residents of the Protestant work ethic are strongly of a nature to a hard work commitment and Buchholz (1978) discovered that hard work is a perception structure nearly indistinguishable from different perception structures consisting of humanistic and connected to Marxism.

Potentially, older and younger employees have various ideas about what constitutes hard work, which could affect how they respond and behave. Nonetheless, Miller et al. (2002) observed that their scholar population had a decreased mean score in hard work than their group of workers population. Cherrington (1977), completing a work values analysis on workforce professionals across multiple industries, discovered that younger workers placed less emphasis on a committed work ethic and pride in

craftsmanship than older workers. Intriguingly, Smola and Sutton (2002) observed that more youthful generations tended to believe that working hard was a sign of their value in their generational research on work values.

(g) Work Goals

The work environment has influenced the employees' behavior and decision-making; operationalization of psychology contains distinguishing proof of the set of highlights of the social environment. Koh and El'fred (2001) investigated the relationship between work values and an organization's responsibility taking into account a specimen of employees in Singapore. They found that inherent work qualities relate more similarly to organizational commitment than extrinsic work values. While most of the Empirical research has emphasized the significance of work values., involvement, motivation, and attitude on ethical behavior, an important area of research is to examine the consequences when the work ethics of individuals are perceived to improve their job satisfaction. Management can favorably influence organizational outcomes by supporting and rewarding the ethics of individual employees (Koh & Elfred, 2001).

2.3 Organizational Commitment

Organizational commitment refers to employee's emotional attachment, identification and participation. Measuring organizational commitment essentially involves determining how closely an individual's values and views align with the organisation's (Swailles, 2002). Organizational commitment is referred to as employees' willingness to support organizational goals. When employees are confident that they will develop and learn with their current employers, their commitment to stay with the particular organization is higher (Erondu et al., 2004). At all levels of the organization, there is a need for effective and successful motivational tactics to help people feel fulfilled and committed to their work. In addition, Ayeni and Phopoola (2007) discovered a significant relationship between organizational commitment and job satisfaction. According to them, job satisfaction determines how well the organization meets employees' expectations. A high level of organizational commitment provides a clear focus for human resource managers because commitment is good and positive and should lead to increased work performance.

On the other hand, Maxwell and Steele (2003) understood that the organization looked after employees' interests. Further, an individual's experience with their

co-workers impacts highly commitment to the organization (Maxwell and Steele, 2003). Clearly, the higher the background, the more positive the impact on the commitment. While according to Lok and Crawford (2001), several demographic variables are frequently included in this study. Variables such as age, organization tenure and position tenure are positively related with organizational commitment. Mathieu and Zajac (1990) determined that age is considerably more strongly related to attitudinal than behavioral commitment. Another study showed that older employees are more satisfied with their jobs, receive greater pay, and are "cognitively satisfied" with their decision to remain with the organization. Cognitively satisfied means are happy with all they get and feel comfortable in the organization. The researcher also showed that the number of years in a position is significantly positively related to attitudinal commitment, and length of service is positively associated with behavioral commitment. Gregersen and Black (1992) reported similar results.

As mentioned above, there are three-component affective, continuance, and normative commitment models (Gunlu et al., 2010). Individuals with strong affective commitment remain in the organization because they feel they want to, while some with a more substantial normative commitment remain because they ought to. Employees with strong continuance commitment stay because they need to. In the 1980s and early 1990s, various different commitment models were proposed, according to Pandu and Sankar(2020); multidimensionality was common to all of them (Meyer & Allen, 1991).

All three factors, affective commitment, which refers to a psychological attachment to the organization; continuance commitment, which refers to costs associated with leaving the organization; and normative commitment, which refers to the sense of duty to stay with the organization affect the individual's continuance commitment to the organization (Ayeni & Phopoola, 2007). Strong evidence from studies on commitment shows that continuance commitment is negatively related to organizational outcomes like performance and citizenship behavior, but affective and normative commitment are positively related. Additionally, studies show that workers who are more affectively committed to their work, careers, and jobs also demonstrate higher levels of continuance and normative commitment (Cohen et al., 1996).

(a) Affective Commitment

Because of similar values, there is a positive relationship between the employee and the organization through affective commitment (Shore & Tetrick, 1991). Strongly

committed employees to maintain their positions in their organizations because they need the occupation and want it (Meyer et al., 1993). The researchers also focus on employee work experiences, suggesting that employees whose work experiences are reliable with their potential and satisfy their basic needs tend to develop a stronger affective attachment to the organization (Meyer et al., 1993).

According to the study by Allen and Meyer (1990), affective organizational commitment is “a strong perception in and approval of the organization’s goals and values; a readiness to apply significant effort on behalf of the organization; and a strong need to keep association with the organization.”

(b) Continuance Commitment

Continuance organizational commitment, which considers the concept that people stay with an organization out of fear of losing their benefits, taking a pay reduction, and not being able to find another profession, is the opposite of affective organizational commitment (Murray et al., 1990). Then, a person's experience and contribution to an organization are related to their continuance commitment. Therefore, there is difficulty in “leaving” and “opportunity costs” of leaving the organization or having few or no alternatives. In addition, Meyer et al. (1993) indicated that skills and education are not easily transmitted to other organizations, which tends to increase employees’ commitment to their current organizations.

Employees with strong commitment to their organization stay there only because they have to. According to research on continuance commitment, this component includes two related subscales: personal sacrifice and lack of alternatives (Meyer et al., 1990). Both personal rejection and a perceived lack of career opportunities increase the consequences of leaving the organization.

(c) Normative Commitment

According to normative commitment, employees with a strong sense of normative commitment are more likely to stay with an organization because they consider it the “right and moral” action to do (Meyer & Allen, 1991). According to Wiener and Gechman (1977), normative commitment to the organization refers to the outcome of pressures that people experience during their early socialization from family and culture as well as when they are new to the organization. Besides that, normative commitment can also expand due to the “psychological contract” between an employee and the

organization (Roussenau, 1995).

The normative commitment element focuses on the employee's perception of their obligation to the organization. Furthermore, normative commitment can grow when an individual becomes loyal to his organization or responsible for working for the benefits they get from the organization due to the desire to compensate for the favors received from the organization (Meyer et al., 1993). What these three dimensions have in common is that they all indicate the extent to which employees are willing to remain in an organization.

2.4 Job Satisfaction

Job satisfaction is employees' feeling or general attitude towards their professions and the components of their jobs, such as the working environment, working conditions, fair compensation, and communication with coworkers (Kim, 2005). There have been various models or related theories about job satisfaction. Robbins and Judge (2009) stated that job satisfaction is a positive attitude about a job that results from assessing its attributes. High job satisfaction leads to positive feelings about someone's job, whilst low job satisfaction leads to negative feelings. Job satisfaction is a positive emotion based on one's work and work experience. According to Jain et al. (2007), individuals show pleasurable positive attitudes when satisfied with their job. Herzberg et al. (1959) defined the best-known popular "theory of job satisfaction". Their two-factor theory suggests that employees have two needs: the hygiene factor and the motivation factor. The needs that certain conditions known as hygiene factors (dissatisfiers), such as supervision, interpersonal interactions, physical working conditions, income, rewards, etc., may very well dissatisfy. The theory suggests that job dissatisfaction is possible when hygiene factors do not exist in someone's working environment.

In contrast, when hygiene needs are supplied, it does not necessarily result in complete satisfaction. Only the dissatisfaction level is decreased. In his two factors theory, Herzberg stated that there are two motives for employees: satisfiers and dissatisfiers. It is associated with intrinsic and extrinsic factors influencing job satisfaction and dissatisfaction (Samad, 2007). Employment dissatisfaction is "the unpleasant emotional state resulting from the perception that one's job annoys or restricts one from achieving one's values." Job satisfaction is an important area for organizations. Many executives or superiors wouldn't think twice about asking their workers or subordinates if they were happy with their jobs. The definition of job satisfaction is an

individual's attitude about their job. It depends on how they view their jobs and how well they fit in with the organization, both of which are important. According to Lok and Crawford (2001), job satisfaction is the variable close to commitment.

The reason why job satisfaction has been studied due that it brings an impact on the organization. According to Robbins and Judge (2009), employees' attitudes (like their jobs or dislike them) toward their professions influence the results. Active/passive and constructive/destructive are its two subcategories. There are four replies which include exit, voice, loyalty and neglect. This study will focus on destructive behavior, including exit and neglect responses. Entry and neglect are meant for destructive behavior. However, voice and loyalty are for constructive behavior. Constructive, also known as active behavior, is a set of actions that employees attempt to improve the situation or their performance. Exit response refers to behaviors that are targeted at the organization, like resignation or turnover. Neglect response involves passive behavior that allows the condition to worst, such as absenteeism or delay and reduces productivity. Withdrawal behavior is another term for destructive behavior. Robbins and Judge (2009) defined withdrawal behavior as a series of actions employees do to avoid being in a work environment. This behavior may result from an employee quitting the organization.

While Stajkovic and Luthan (1998) posited that there are three critical dimensions of job satisfaction:

- (a) Job satisfaction is an emotional reaction to a job condition. As such, it cannot be seen and can only be indirect.
- (b) Job satisfaction is often resolved by how well the outcome meets or exceeds expectations. For instance, if organisational individuals feel that they may be working much more complexly than others in the department but receive fewer awards, they may have a negative attitude toward the work, the boss and co-workers. On the other hand, if they touch that they are being treated very well and paid equitably, they are likely to have constructive attitudes towards the job.
- (c) Job satisfaction represents several associated attitudes which are the essential characteristics of a job to which people respond effectively. These include the actual work itself, compensation, opportunities for advancement, supervision, and coworkers, according to Luthans.

According to Davis and Newstorm (1985), low job satisfaction is one of the clearest signs that an organization's conditions are getting poorer. Strikes, slow work,

absences, and employee turnover are frequently linked to low job satisfaction. It also may be related to performance, poor product quality, employee theft, disciplinary problems, grievances and other difficulties. On the other hand, less turnover, fewer absences, older employees, and better occupational levels are typically linked to increased job satisfaction. The concept of job satisfaction has been generally studied because many experts, managers, and researchers believe its trends can affect and influence work productivity, employee turnover, and employee retention. Intrinsic, extrinsic, and total satisfaction is the three basic categories of satisfaction (Weiss et al., 1967). An employee is seen to be intrinsically satisfied by Rose (2001) if there is no external reward other than the activity itself. Extrinsic satisfaction is the opposite concept (that is, if an employee receives monetary incentives or other tangible rewards to change his behavior, he is extrinsically satisfied). As a consequence of this concept, the main antecedents of job satisfaction have not to be ignored.

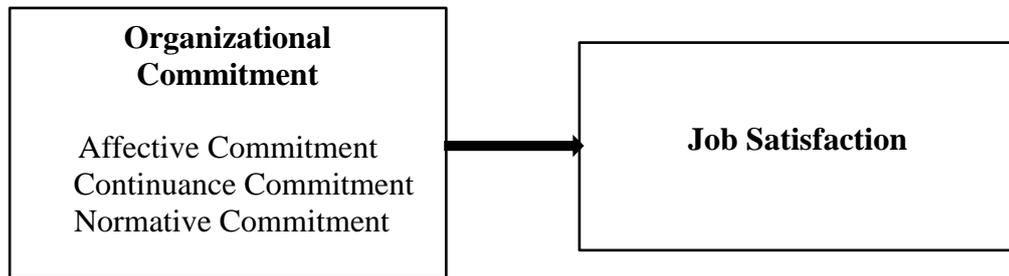
The concepts of ethical climate, organizational commitment, and job satisfaction were explained in this study based on the social exchange theory and a combination of related concepts, thus, credible results for the study. When the employees are provided with policies and guidelines to follow (based on ethical climate), there is an expectation of anticipated behavioral response (job satisfaction and organizational commitment).

2.5 Previous Studies

Previous authors mentioned various effects of ethical climate on organizational commitment and job satisfaction models from different points of view and industries described in the following. Based on the result of the previous empirical studies, the present study proposed the effect of ethical climate on organizational commitment and job satisfaction of Mechanical Section under Department of Highways, Ministry of Construction.

Organizational commitment and work satisfaction were analyzed by Ismail (2012). This study examines the relationship between organizational commitment components and employee job satisfaction at Higher Learning Education Institutions in Kelantan. At the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about organizational commitment and job satisfaction that focuses on the relationship between them. Therefore, literature could contribute to extant research in management and organizational behavior. The conceptual framework for the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Ismail

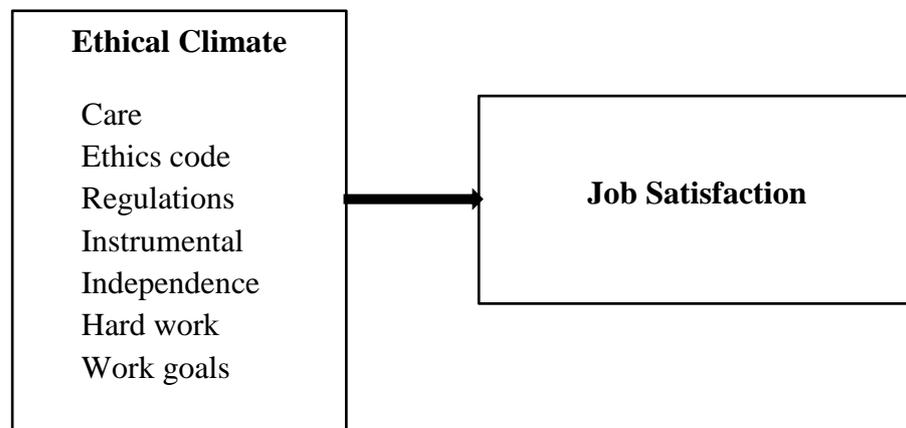


Source: Ismail (2012)

The result showed that affective commitment, continuance commitment, and normative commitment were not found to have a significant positive relationship with job satisfaction.

Al-Nashash et al. (2018) studied work ethics improves employee job satisfaction. This study examines the impact of strong work ethics on job satisfaction among banking employees in Jordan. The relationship between work ethics and employees' job satisfaction is becoming more and more supported by the existing evidence. The reason for such an association, however, is unclear. This paper contends that the theoretical and analytical framework has to be improved to give a clear explanation and sufficient argument for this association. The conceptual framework for the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of Al-Nashash et al.

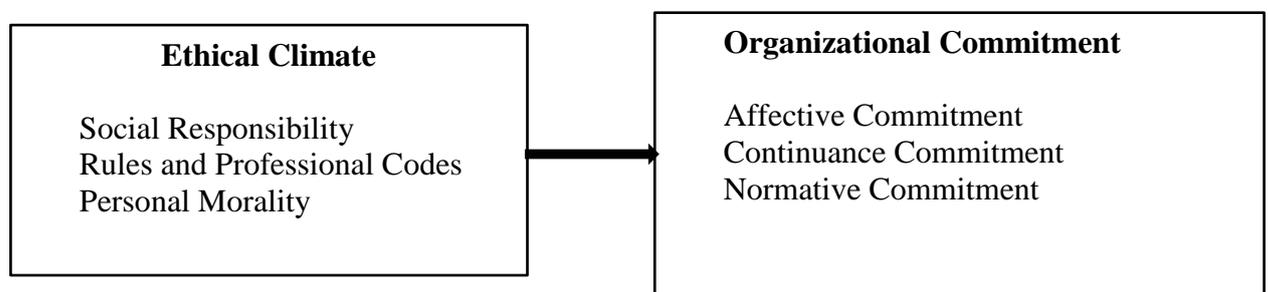


Source: Al-Nashash et al.,(2018)

The study's findings revealed that work ethics are positively associated with job satisfaction. These findings imply that work ethic is critical to increasing employee job satisfaction and organizational outcomes.

Menes and Haguian (2020) studied ethical climate, job satisfaction, and organizational commitment. The relationship between the ethical climate, job satisfaction, and hotel employees' organizational commitment was supported by this descriptive-correlational study. The employees in the standard-class hotels perceived an ethical work environment. The conceptual framework for the study is shown in Figure (2.5).

Figure (2.5) Conceptual Framework of Menes and Haguian



Source : Menes & Haguian (2020)

Ethical climate in the workplace related to job satisfaction and organizational commitment. They were somewhat satisfied and committed to their work. Their perceived ethical climate significantly affects job satisfaction and organizational commitment.

2.6 Conceptual Framework of the Study

The conceptual framework of this study is based on the analysis of theory and literature, as shown in previous studies.

Figure (2.6) Conceptual Framework of the Study



Source: Own Compilation Based on Previous Studies, 2022

According to the conceptual framework, as shown in Figure (2.6), the effect of ethical climate on organizational commitment and job satisfaction of Mechanical Section under Department of Highways, Ministry of Construction in Nay Pyi Taw are observed to achieve the objectives. In the first part of this frame work, the independent variables are ethical climate (care, ethics code, regulations, instrumental, independence, hard work, work goals) and the dependent variable is organizational commitment (affective commitment, continuance commitment, normative commitment). In the second part, the independent variables are organizational commitments (affective commitment, continuance commitment, normative commitment) and dependent variable is job satisfaction.

CHAPTER 3

PROFILE AND ETHICAL CLIMATE OF MECHANICAL SECTION UNDER DEPARTMENT HIGHWAYS

This chapter discusses the profile of Mechanical Section under Department of Highways, Ministry of Construction, research design, reliability test and demographic profile of employees and analysis of the ethical climate of DOH.

3.1 Profile of Department of Highways

The Department of Highways profile comprises the backgrounds of MOC and the history of DOH, policy of DOH, vision of DOH, mission of DOH, organisational structure of DOH, and the procedure of the DOH.

3.1.1 Backgrounds of Ministry of Construction and History of Department of Highways

In 1886, the Public Works Department (P.W.D) was established, which included the Department of Road and Bridge, the Department of Building, the Department of Housing, the Department of Irrigation, and the Department of Waterway Conservation. In 1922, the Department of Roads and Bridges, the Department of Buildings and the Department of Housing were transferred from the Dyakhi government, and the Department of Irrigation and the Department of Waterway Conservation were separated. In 1951, the People's Housing Rehabilitation and Town and Village Municipal Council was formed. (After the end of World War II, it was expanded to the district and township levels to restore damaged houses and buildings.) In 1952, the Public Works Department took over the construction work and renamed the Public Works Department the Highways Department.

In 1954, the Department of Road Works, Department of Electrical and Mechanical Engineering, and Department of Sanitation were merged with Public Housing Rehabilitation and Town and Village Municipalities. The ministry was changed to the Ministry of Public Works and Housing Construction. In 1965, the Highways Department was reorganized into the Public Works Corporation in collaboration with 21 Civil Engineering Departments under other ministries. In 1972, the Public Works Corporation

was established as the Construction Corporation. In 1989, the Construction Corporation was reorganized as Public Works. On January 15, 2015, according to the approval of the Union Cabinet Meeting No. (2/2015), "Public Construction Industry" was reorganized into three (3) Departments: the Department of Highways, the Department of Bridge, and the Department of Building. According to the changed structure, on April 1, 2015, the Department of Highways was changed.

The Ministry of Construction (MOC) is responsible for the country's infrastructure and construction machinery, vehicles, and machinery used for these purposes. The Ministry of Construction not only develops the infrastructure but also the development of the civil engineering sector. Continuous efforts are being made for employees to learn modern technologies. In practice, the government of Myanmar faces ongoing issues with how it is structured, how it governs the community, how it performs its duties, how it upholds the rule of law, and how it conducts itself ethically.

3.1.2 Policy of Department of Highways

The policies developed by Department of Highways are;

- (a) With the reformed political system of the country, the roads in the country should emerge as international-level highways.
- (b) At the end of the 2030 long-term plan for international communication routes related to Myanmar, roads with an average daily traffic of more than 5001 will be (22) meter wide asphalt concrete roads, roads with an average daily traffic of (2001 to 5,000) and (14) meter wide asphalt concrete roads, with an average daily traffic of (501 to 2000) (7) to carry out a meter wide asphalt concrete road.
- (c) By making the travel time as short as possible, the cost of transportation can be reduced to the minimum, and to improve road levels annually (2%).
- (d) To ensure transparency in the implementation of project activities and to achieve the specified quality.
- (e) For the engineers working in the Ministry of Construction to have knowledge of world-class technologies.
- (f) To invite citizen entrepreneurs to cooperate with private entrepreneurs under the P.P.P (Public-Private Partnership) program.
- (g) To invite foreign direct investment F.D.I (Foreign Direct Investment) to implement road projects locally.
- (h) To carry out the upgrading of roads to support the rapid development of basic

economic infrastructure and employment opportunities for Myanmar citizens included in the (12) points of Myanmar's economic policy.

3.1.3 Vision and Mission of Department of Highways

The vision of DOH is to develop roads/bridges/buildings in order to increase the socio-economic development of all people in Myanmar.

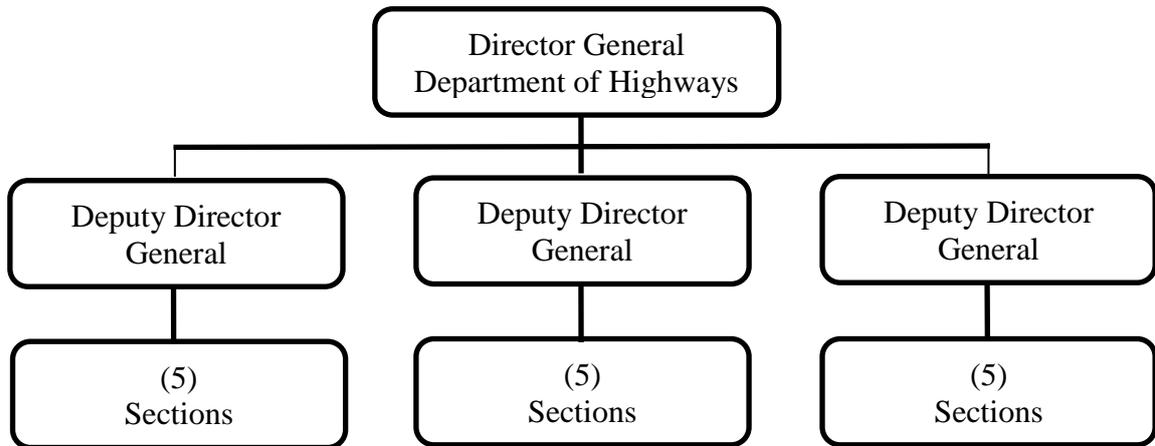
The mission of Department of Highways are;

- (a) To carry out operations and material purchases through an open tender system (Open Tender) and to focus on education and measures to eliminate corruption.
- (b) To improve quality through academic seminars, domestic and foreign educational programs and related information technology (IT).
- (c) According to the Public Partnership program, citizen entrepreneurs are invited to build, upgrade, operate, and transfer (B.O.T) (Build, Operate and Transfer) system to promote the role of private ownership by providing technical support and assistance and protecting rights and entitlements.
- (d) To upgrade roads with loans from Asian Development Bank (ADB) and World Bank and obtain support (Grant Aid) and loans from foreign countries.
- (e) Main Arterial Road Network, Expressway Network 6 Packages, Region/ Roads that will be connected to the main highways (National Highways) that connect to the states, Union highways that connect to the international and (7 meters) wide asphalt concrete (Asphalt Concrete) to reach the level of the road.
- (f) To reach the level of ASEAN Class II (5.5) (or) (6) meter wide asphalt road/concrete road for the remaining Union roads under construction.

3.1.4 Organization Structure of Department of Highways

There are four Departments under the Ministry of Construction. Department of Highways, Department of Bridge, Department of Building and Urban and Housing Development. The Department of Highways is responsible for constructing and maintaining all road networks throughout Myanmar. The Ministry of Construction is one of the most critical ministries in Myanmar because the flow of domestic goods and travel depends on the good or bad of the road network. There are fifteen sections under DOH. The section heads are vital to the management of related works and must evaluate and decide on the submissions and constructions from the regional and state workplaces. The head office of the Department of Highways is located in Nay Pyi Taw.

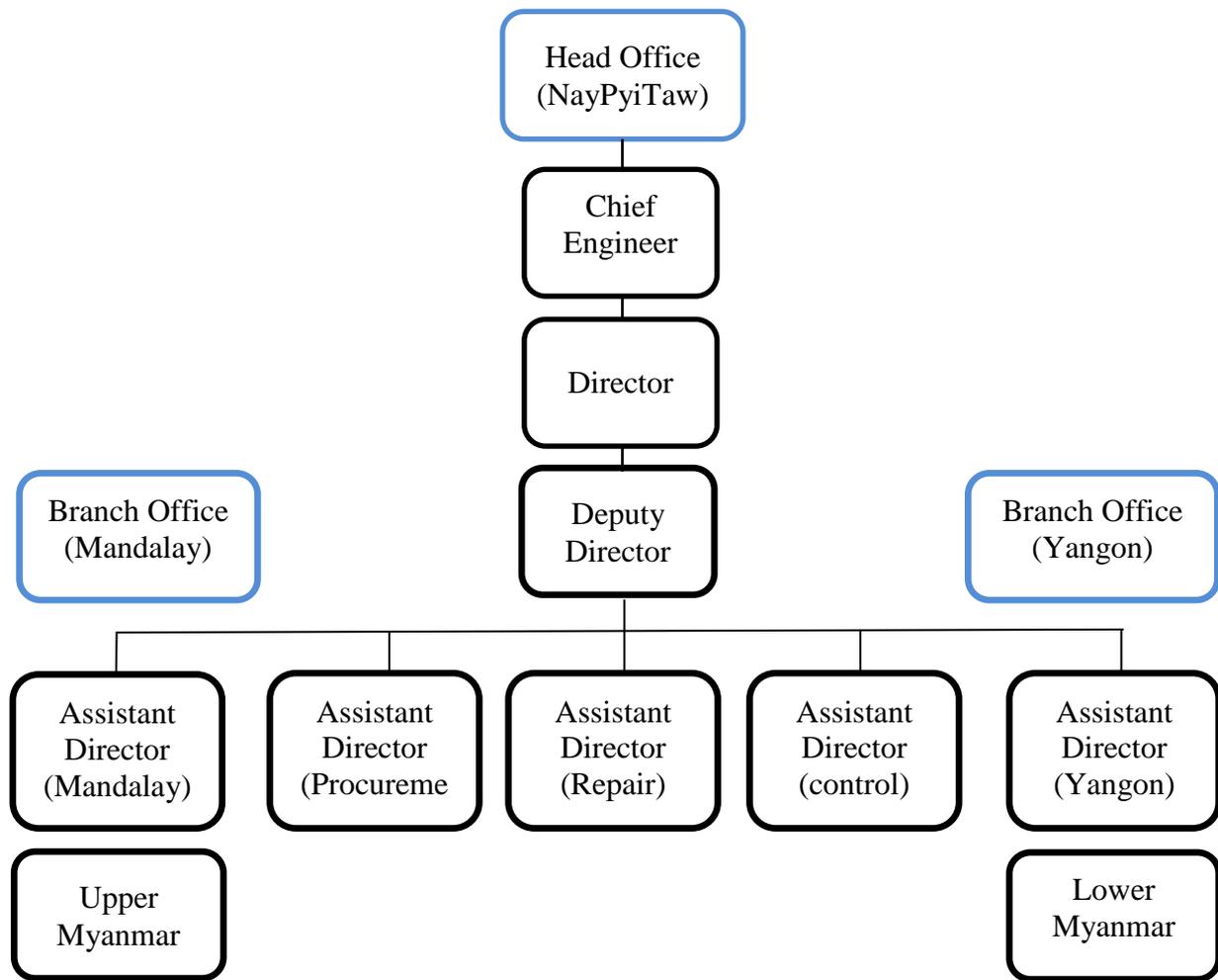
Figure (3.1) Organization Structure of the Department of Highways



Source: Department of Highways (2022)

The Mechanical Section is a section under the Deputy Director General (Administration) of the Department of Highways. Although the person responsible for Mechanical Section can make their own decisions about construction equipment, budget allocation requests must be submitted to the Deputy Director General (Administration) for approval.

Figure(3.2) Organization Structure of Mechanical Section



Source: Department of Highways (2022)

The majority of mechanical engineers organize the Mechanical Section. The headquarter is in Nay Pyi Taw, the capital of Myanmar. The sub-department (branch office) based in Mandalay undertakes State, Region, and Road Construction Special Unit and Base Workshop for all Upper Myanmar Projects' Equipment. Similarly, the operation of the sub-department based in Yangon is the exact nature of the sub-department from Mandalay. Since there are a lot of close supervisors of construction equipment in the region, state and road special teams are composed of assistant mechanical engineers as Staff Officers, Junior Engineer (1), Junior Engineer (2), Junior Engineer (3) and Junior Engineer (4).

The workplace needs are submitted step by step, and the Mechanical Section (head office) has to fulfil the requirement of subordinates. The sub-department in charge supports the submission of operation-level engineers from lower and upper Myanmar

who are Assistant Directors; also, the mechanical engineers and office staff at the head office take the guidance of the Deputy Director, Director and Chief Engineer and then carry out the respective duties.

3.1.5 The Job Nature of Mechanical Section

The main responsibility of the Mechanical Section is to ensure that the machines used by the road construction workers are properly operated. It is necessary to use heavy equipment in the workplace effectively and efficiently. To be able to use it accurately, there are not only to meet the technical requirements but also provide training to improve the capacity of human resources such as operators and mechanics.

Selective use of machines, improvement of routine maintenance and correct use in operation are key prevention methods to protect accidents from occurring in the workplace. In addition, it has to purchase additional equipment that is needed. Also, to improve equipment acquisition, annual local purchases are covered by the national budget and by connecting with international organizations to obtain loans and grant aid.

The main attitude of the Mechanical Section is that road construction machines can only be used effectively in the workplace if there is good safety management and the project is completed on time with the original budget. Mechanical engineers from the Mechanical Section under the Department of Highways and Ministry of Construction are achieving the task.

3.1.6 Procedures of Department of Highways

- (a) The international roads included in the long-term project, the Union roads connecting to the regions/states, and the dirt road/hard road/stone road and (3.66) meter or (5.5) meter wide asphalt roads from the level of (7) meter wide asphalt concrete road to be constructed step by step depending on the money.
- (b) To increase the remaining Union roads in operation from the road level used in any season to a (3.66) meter or (5.5) meter wide asphalt road, depending on the available funds.

3.2 Ethical Climate of Mechanical Section under Department of Highways

In this section, the influencing of ethical climate factors which includes care, ethics code, regulations, instrumental, independence, hard work, work goals, currently adopted by Mechanical Section under DOH to provide an organizational commitment for

employees, are described as follows.

(a) Care

Caring is an integral part of Mechanical Section when individuals understand and care about the values and circumstances of like-minded people, other individuals and groups. It is demonstrated daily by expressing and accepting caring in their personal and professional relationships. Communicate caring daily for those in the health, wellness, and well-being fields. Mechanical Section under DOH offers personal and professional development opportunities. It provides and celebrates meaningful work opportunities, shares significant results with employees, develops shared values, purpose, mission, and vision with employees, conducts onboarding and exit interviews with an emphasis on retention, provides for promotion from within and helps with clear career paths, provides for autonomy at the employee's work station and provides for the physical, mental and social comfort for the employee.

The officers in Mechanical Section under DOH actively listen to what their employees think and feel and find out what support they need from them. The officers under DOH offer employees the opportunity to learn new skills, knowledge or technologies through seminars, courses, mentorships and training. By asking questions and truly understanding what the employees think, feel, and need support, the employees know the officers' care. When the officers want to cancel the team meeting, they quickly get it rescheduled. They give back this time to their employees, especially when they have given them feedback. The officers in Mechanical Section under DOH tell the employees they are essential. Compassionate officers support an employee's work-life balance because while they know it is the right thing to do when an employee does not have an excellent work-life balance, bad things happen that usually negatively impact the job. When an employee experiences individual circumstances, such as a family birth or death, illness, a birthday, a success, etc., the officers acknowledge the situation and ask the employee if there is anything they can do to support them.

(b) Ethics Code

A written set of guidelines issued by an organization to its workers and management to help them conduct their actions in accordance with its primary values and ethical standards. Most organizations including Ministry of Construction have a code of ethics they require their employees to follow. A code of ethics can help employees

maintain a positive organizational culture and respect others.

There are professional ethics codes of engineers in Mechanical Section under DOH, MOC. Engineers shall be guided in all their relations by the highest standards of honesty and integrity. Engineers shall at all times strive (make great effort) to serve the public interest. Engineers shall avoid all conduct or practice that deceives the public. Engineers shall not attempt to obtain employment or advancement or professional engagements (agreement) by untruthfully criticizing (indication of the fault) other engineers, or by other improper or questionable method. Engineers shall give credit for engineers work to those to whom credit is due and will recognize the proprietary interests of others.

(c) Regulations

The organization's rule must be obeyed to all people in Mechanical Section under DOH. Engineers hold paramount the safety, health, and welfare of the public. Engineers approve only those engineering documents that are in conformity with applicable standards. Engineers do not permit the use of their names or associates in business ventures with any person or firm that they believe is engaged in fraudulent or dishonest enterprise. Engineers do not aid or abet the unlawful practice of engineering by a person or firm.

Engineers are performing services only in the areas of their competence. Engineers undertake assignment only when qualified by education or experience in the specific technical fields involved. Engineers shall not affix their signatures to any plan or document dealing with subject matter in which they lack competence, not to any plan or document not prepared under their direction and control.

Engineers can issue public statements only in an objective and truthful manner. Engineers are objective and truthful in professional reports, statements, or testimony. They include all relevant and pertinent information in such reports, statements, or testimony, which should bear the date indicating when it was current. Engineers may express publicly technical opinions that are founded upon knowledge of the facts and competence in the subject matter. Engineers issue no statements, criticisms, or arguments on technical matters that are inspired or paid for by interested parties, unless they have prefaced their comments by explicitly identifying the interested parties on whose behalf they are speaking, and by revealing the existence of any interest the engineers may have in the matters.

Engineers act for each employer or client as faithful agents or trustees. Engineers disclose all known or potential conflicts of interest that could influence or appear to influence their judgement or the quality of their services. Engineers do not solicit or accept financial or other valuable consideration, directly or indirectly, from outside agents in connection with the work for which they are responsible. Engineers in public service as members, advisors, or employees of a governmental or quasi-governmental body or department do not participate in decisions with respect to services solicited or provided by them or their organizations in private or public engineering practice.

They strive to create a workplace in which open and truthful communications among all employees are valued and respected. The organization is committed to complying with applicable labor and empowerment laws. The safety and health of the employees are of paramount importance. The organization's policy is to offer a safe and healthy work environment and to respond to all applicable safety and health laws, guidelines, and internal instructions. They work to provide and maintain a safe, healthy and productive workplace.

(d) Instrumental

Every organization promises individual growth to the employees at the time of their joining. So in acting as free individuals looking after their self-interest, the executives are not taking any undue advantage of their respective organizations. On the contrary, as employees, they wish to forge a mutually profitable relationship with their organization since they understand that their today's employer might turn out to be tomorrow's partner or client.

At DOH, the leader takes responsibility for helping their employees strike a perfect chord with the organization that would outlast their tenure. Human Resource Departments ensure that all the staff is treated fairly and in the same manner. Leaders are responsible for bringing out the best in their executives and looking after their self-interests, they can offer personal benefits to their employees. The relationship between the organization and the free individuals is based on honesty, not one-upmanship. Today, executives are open altitudes about their needs and self-interest. The organization has the same in its dealings with them. As their leaders, they keep the sweet talk aside and are straightforward with their employees.

(e) Independence

Independence starts with empowerment. Empowerment is an essential component in the workplace that is often ignored. It encourages trust, flexible thinking, and self-improvement. When the employees can make decisions with their judgement, officers let them know they trust them to handle things. Employees who work independently may find more job satisfaction because they're responsible for planning their tasks and get credit for their success. They may also be more willing to take a risk independently. When risks result in positive outcomes, they can feel fulfilled from their work. People all love independence. It's something they strive to have, a word they hope people describe them as, and a synonym for freedom, personal choice, and power. To be truly independent, officers have to find equilibrium with their dependencies. They are strong beliefs that something will or should happen. At work, they are the assumptions organization makes about how someone works, how something should function, etc. The officer probably expects their team to hit their deadlines. They expect them to tell them immediately if they can't beat those deadlines. Therefore, they make a list of their expectations for their team. They list them per group, project, and even role.

For the team to be independent, officers have to trust employees, and in turn, they have to trust them. If employees are not meeting their deadlines, they may lack reliability. Hence, officers give their teams feedback, so they can change and be set up for success when independent. Trust is a two ways street, though. They feel more comfortable and independent if they know they can count on them. Trust also means trusting their team to do the work, so sometimes officers take a step back. Managers try to create a culture of independence. Independence thrives in the expectations they set, the trust they build, and the projects they don't micromanage. Officers encourage their team to speak up, share their insights, and recognize those modelling independence. Therefore, officers encourage independence because teams who are free to make their own choices and decisions perform better and are happier, more engaged, and increasingly loyal to their organizations.

(f) Hard Work

The management of Mechanical Section under Department of Highways creates a workplace environment that supports employee happiness. To be effective, they must recognize that some employees may come to work differently. Employees are happy with the organization for good leadership. Management is keeping its talented employees and

keeping them motivated. The organization can motivate employees by giving them a purpose of doing. The employees understand the vision better and can execute more strongly. In addition, employees understand how they fit into the big picture by understanding their and the organization's purpose.

The management continuously pumps energy through the office. They are enthusiastic and want their employees to feed off that positive energy. The management is very open with employees about what's happening at the highest level. They encourage employees to feel included in big decisions and committed to their organization's direction. This has helped to sustain motivation and increased the organization's loyalty and pride. Otherwise, it's also essential to encourage employees to take vacation time. Mechanical Sectional under DOH makes hard-working employees who are not just about giving them vacation time; it is about showing them they make a difference and are valued. Every time the management has a meeting, whether large or small, they let a different team member lead the conversation and the topics discussed. They can share their opinions, be heard this way, and be motivated to make their words and ideas happen afterwards. In Mechanical Section under DOH, every management and the executive meeting starts with each department lead recognizing someone from their team who has gone above and outside for the organization. This positive feedback loop motivates team members and holds management accountable for staff recognition. It is crucial that employees understand the bigger picture and can see how what they are doing at the moment will eventually contribute to an end goal.

(g) Work Goals

In order to achieve great results, the management of the Mechanical Section under DOH is constantly thinking about how they can motivate and inspire their team. The head of the human resources department explains why motivating and supporting employees is essential for an organization to succeed. The officers ensure that their employees are aware of the organization's vision and what the ultimate goals are for the organization. They encourage employees to work together to achieve better results and habitually set clear and measurable goals outlined by this vision so that the teams can track progress. They can see their success tangibly. They support alignment within and across groups, cultivate increased productivity help employees feel valued and motivated. Officers communicate with the employees. They set clear goal-setting for effective communication with their team. Communication is a two-way street, and they ensure a

constant flow of communication between them and their employees.

Officers encourage and promote teamwork for increasing productivity because it helps employees seem less alone and more involved in their jobs. They can achieve this by regularly organizing team-building activities and allowing their team members opportunities to interact and get to know one another. They create an enjoyable workspace and an office where employees want to spend their time. They are conscious of privacy, noise, air quality, natural light, relaxing areas, and ambience. They encourage healthy attitudes by offering healthy snacks and access to exercise, whether through a gym membership or participating in team exercise classes. By promoting healthy habits, the organization help its staff to maintain their energy levels and reduce stress. The power of positive feedback is sometimes overlooked, but recognizing and praising success can motivate team members as they progress toward the organization's goals. The power of positive feedback is sometimes overlooked but recognizing and celebrating achievement encourages team members as they can see themselves progressing towards the organization's goals. They state they are grateful to employees when they achieve results, put in extra effort, or do outstanding work. Officers provide tools to reach the goals of their employees. They will not be able to achieve anything unless they give the proper tools and resources. Officers provide the training. Training can help employees understand the ins and outs of the workplace. This can also help the employee understand the goals and intentions of the position.

Officers prepare their employees to perform to the best of their ability. Additionally, officers let the employee go to conferences, attend webinars, or complete external training classes so they can learn and add to their skill set. If a laptop or special software is necessary for a job, it may be worth the investment to ensure that the employee has the tools to complete tasks.

3.3 Research Design

The primary focus of this study is the effect of ethical climate on organizational commitment and the effect of organizational commitment on job satisfaction in Mechanical Section under Department of Highways, Ministry of Construction. Simple surveys were used to collect the necessary data for these studies. A structured questionnaire with four main parts was used as a survey instrument. The first section includes questions about the general backgrounds of employees, such as gender, age, marital status, educational background, working experience, position, and planning to

continue in this organization. The second section involved analyzing the ethical climate, such as caring, ethic code, regulations, instrument, independence, hard work and work goals. The third section describes affective commitment, continuance commitment, and normative commitment. The final paragraph mentions the job satisfaction of employees at DOH. These last three sections comprise a five-point Likert scale (5 is strongly agreed, 4 is agreed, 3 is neutral, 2 is disagreed, and 1 is strongly disagreed). In this study, 153 employees are selected by using simple random sampling method. The selected employees are asked to answer the questionnaire via online. All responses of questionnaire are completed.

3.4 Reliability Test

A reliability test is performed to ensure that the measurement scales are consistent and accurate. Cronbach's alpha reliability testing is used to ensure reliability. An alpha value close to 1.0 indicates high internal consistency reliability; less than 0.60 is considered poor, and 0.60 to 0.80 is considered acceptable and reasonable. The questionnaire in this study is divided into three sections to analyze the reliability test. The first section discusses the factors that influence the ethical climate. The second section focuses on the influencing factors of organizational commitment. The third component is the job satisfaction of employees at Mechanical Section under DOH.

First, the study divided the ethical climate into seven factors: caring, ethic code, regulations, instrument, independence, hard work, and work goals, with five questions for each factor used to assess the influencing factors on the ethical climate in Mechanical Section under DOH. Second, organizational commitment consists of three factors: affective commitment, continuance commitment, and normative commitment. Organizational commitment in Mechanical Section under DOH was measured using five questions for each factor. The third section contains eight questions designed to assess the job satisfaction of employees working at Mechanical Section under DOH. The reliabilities (alpha values) of the variables are described in Table (3.1).

Table (3.1) Reliability Analysis of the Study

Sr. No.	Variables	Sub Variables	Cronbach's Alpha	Number of items
1	Ethical Climate	Care	0.700	5
		Ethics Code	0.732	5
		Regulations	0.702	5
		Instrumental	0.719	5
		Independence	0.778	5
		Hard Work	0.836	5
		Work Golds	0.809	5
2	Organizational Commitment	Affective Commitment	0.812	5
		Continuance Commitment	0.898	5
		Normative Commitment	0.793	5
3	Job Satisfaction		0.843	8

Source: Survey Data (2022)

Table (3.1) shows that Cronbach's Alpha coefficients for these sub-dimensions ranged from 0.702 to 0.898. This indicates that the questionnaire has a good and acceptable level of internal consistency for the scale and can be considered acceptable. The results show that Cronbach's alpha values for each variable are acceptable, indicating that the questionnaire scale items are acceptable and reliable. As a result, the internal consistency of the measure used in this study can be interpreted to explain why the results of the respective constructs are expected to be the same in different situations and the data is considered reliable and valid.

3.5 Demographic Profile of Employees

The simple random sampling method is used to collect data in this study. The study uses five-point Likert scale questionnaires to analyze the ethical climate, organizational commitment and job satisfaction of employees at Mechanical Section under DOH. A questionnaire survey was conducted with 153 employees in Mechanical Section under DOH. All participants were informed that the information gathered during the study would be kept strictly confidential and used only for academic purposes. The

demographic characteristics of employees include gender, age, marital status, educational background, position, working experience, working experience at current position and working plan to work in this organization. The background information of the survey participants is presented in Table (3.2).

Table (3.2) Demographic Profile of Employees

Sr.No.	Demographic factors	Frequency	Percentage
	Total	153	100.0
1	Gender		
	Male	113	74.0
	Female	40	26.0
2	Age(Year)		
	Under 20	3	1.9
	21-30	50	32.7
	31-40	70	45.8
	41-50	19	12.4
	Over 50	11	7.2
3	Marital status		
	Single	84	54.9
	Married	69	45.1
4	Education		
	Diploma	25	16.3
	Graduate	117	76.5
	Master	9	5.9
	PhD	2	1.3
5	Working Experience		
	Under 2 years	17	11.1
	3-10 years	42	27.5
	11-20 years	53	34.6
	21-30 years	33	21.6
	Over 30 years	8	5.2

Sr.No.	Demographic factors	Frequency	Percentage
6	Working Experience at Current Position		
	Under 1 year	40	26.1
	2-3 years	50	32.7
	4-5 years	30	19.6
	6-7 years	11	7.2
	Over seven years	22	14.4
7	Planning to work at this Organization		
	Under 2 years	6	3.9
	4-7 years	7	4.6
	8-11 years	6	3.9
	12-15 years	7	4.6
	Over 16 years	127	83.0
	8	Current Position	
Non-Officer		123	80.4
Officer		30	19.6

Source: Survey Data (2022)

This study included a total of 153 employees. Table (3.2) illustrates the gender distribution of 113 male and 40 female employees, indicating that most Mechanical Section under DOH employees are male. The majority of employees, 45.8%, are between the ages of 31 and 40. 32.7% are between the ages of 21 and 30, 12.4% are between the ages of 41 and 50, 7.2% are over 50 years old, and 1.9% are under 20 years old. The majority of employees, 54.9%, are single, while 45.1% are married. This means that the respondents, Mechanical Section under DOH employees, are middle-aged.

To understand the respondents' backgrounds, the respondents' education is also considered an important factor in this study. In terms of educational background, 76.5% of employees are graduates, while 5.9% hold Master's degrees. Respondents with a diploma account for 16.3% of the total. 1.3% of total employees are PhD. The majority of the employees have graduated, as can be seen.

Table (3.2) demonstrates their work experiences distributed across five groups. 34.6% of employees have 10-20 years of experience, while 27.5% have 3-10 years of experience. And 21.6% have 21-30 years of experience, while 11.1% have 0-2 years of experience. 5.2% of employees have been with the same organization for more than 30 years, which may indicate loyalty. The majority, 32.7%, of employees have worked 2-3 years of their current position. 26.1% have less than one year of the current position. 19.6% have 4-5 years of current status, while 14.4% have been current for more than seven years. And 7.2% of employees have at current position for 6-7 years. The majority, 83% of respondents, has more than 16 years of working plan at this organization, which may indicate loyalty and commitment. 4.6% of employees have 4-7 years and 12-15 years of the working plan at this organization, respectively, while 3.9% of respondents have less than 3 years and 8-11 years of the working plan, respectively. The positions of the participants are also a major source of concern in this study. There are two distinct groups formed: non-officers and officers. In terms of occupation level in the mechanical section, the majority of 80.4% are non-officer positions. Officer positions account for the remaining 19.6%.

In conclusion, most respondents are male, and most employees are bachelor's degree holders. According to the age analysis, most of the employees are middle-aged. Married and single employees are nearly the same proportion. The majority of employees are non-officers. Most employees are old service employees with many years of working experience. In addition, most employees have long-term plans to work at this organization. The results of the demographic factors show that Mechanical Section under DOH empowers human resources and values the organizational culture that affects employees' commitment and job satisfaction at Mechanical Section under DOH.

CHAPTER 4
ANALYSIS ON THE EFFECT OF ORGANIZATIONAL
COMMITMENT ON JOB SATISFACTION OF EMPLOYEES IN
MECHANICAL SECTION UNDER DEPARTMENT OF
HIGHWAYS

This chapter examines the effect of organizational commitment on job satisfaction among Mechanical Section employees. This chapter is categorized into two sections. The first part investigates the effect of ethical climate on employees' organizational commitment at Mechanical Section under DOH. The second section examines the effect of organizational commitment on the job satisfaction of employees working at Mechanical Section under DOH, MOC. The structured questionnaire includes different items measured with a five-point Likert scale (5 is strongly agreed, 4 is agreed, 3 is neutral, 2 is disagreed and 1 is strongly disagreed).

4.1 Analysis on the Effect of Ethical Climate on Organizational Commitment in Mechanical Section under Department of Highways

Regarding the analysis on the effect of ethical climate on organizational commitment in Mechanical Sectional under DOH, the surveyed employees answered questionnaires using a five-point Likert scale. The 153 employees have been recently surveyed. The data are collected for four months during June to September, 2022. The mean values of the items on the five-point Likert scale are interpreted as follows, according to Best (1977):

- (a) A score of 1.00 to 1.80 indicates a strong disagreement.
- (b) A score of 1.81 to 2.60 indicates disagreement.
- (c) A score of 2.61 to 3.40 indicates a neutral position.
- (d) A score of 3.41 to 4.20 indicates agreement.
- (e) A score of 4.21 to 5.00 indicates a strong agreement.

4.1.1 Employee Perception on Ethical Climate in Mechanical Section under Department of Highways

To analyze the ethical climate, seven critical factors must be considered: care, ethic code, regulations, instrumental, independence, hard work and work goals. The surveyed employees responded to five statements for each factor on a five-point Likert scale regarding their perception of the ethical climate. Table (4.1) displays employees' perceptions of ethical climate in Mechanical Section under DOH.

Table (4.1) Employee Perception on Ethical Climate

Sr. No.	Statements	Mean	Standard Deviation
Care			
1	Caring for the people inside and outside of the organization	4.00	0.486
2	Caring about always being the best for others	4.05	0.547
3	Focusing on each other's well-being	3.85	0.653
4	Being the most efficient way to do the job	3.94	0.646
5	The importance of each individual doing their job effectively above all else	4.11	0.683
Overall Mean		3.99	
Ethics Code			
6	Decision-making based on professional ethics in the workplace	3.84	0.639
7	Expecting to uphold legal and professional standards over other considerations	3.79	0.580
8	The first consideration is whether a decision violates the law	3.69	0.659
9	The major concern of the law or ethical code of an employee's profession	3.93	0.546
10	Expecting employees to uphold legal and professional standards over and above other considerations	3.72	0.671
Overall Mean		3.79	
Regulations			
11	Obeying rules set for employee working attitude	4.11	0.556

12	Adherence to the organization's rules and regulations	4.34	0.541
13	The importance of following the organization's rules and procedures	4.36	0.547
14	Successful people in this organization go by the book	3.94	0.718
15	Be willing to speak up if the policy does not contribute to the achievement of the department's goals	4.18	0.578
	Overall Mean	4.18	
	Instrumental		
16	Importance among people within the organization	3.68	0.663
17	Protecting their interests above all else	3.35	1.042
18	Not harming the interests of the organization during the work consideration	4.12	0.577
19	Doing anything to protect the interests of the organization	3.62	0.938
20	Prioritizing the organization's practices and ethics over the personal beliefs and ethics of each individual	4.09	0.704
	Overall Mean	3.77	
	Independence		
21	Considering moral beliefs based on principles	3.95	0.642
22	Have the right to decide what is right and wrong	4.01	0.756
23	Following own personal and moral beliefs	3.70	0.902
24	Being a perception about each person's sense of right and wrong	3.87	0.763
25	Guided by their own ethics	3.81	0.767
	Overall Mean	3.87	
	Hard Work		
26	Always willing to work	3.86	0.546
27	Have a positive attitude towards work	3.86	0.585
28	Being a matter of concern for working effectively in the workplace	3.93	0.635
29	The importance of staying busy and not wasting time at work	3.92	0.623
30	Constantly looking for ways to use time productively	3.88	0.724
	Overall Mean	3.89	

	Work Goals		
31	Always proud of the work	4.23	0.547
32	Always striving to improve their performance	4.00	0.678
33	Always motivation of employees	3.81	0.758
34	Striving to define and completing their tasks	4.01	0.543
35	Suggests revisions in work to achieve organizational or departmental objectives	3.86	0.649
	Overall Mean	3.98	

Source: Survey Data (2022)

According to the above Table (4.1), the average mean value for care is 3.99 that shows the agree level. It is indicating that employees have a positive attitude toward caring. The mean values range from 3.85 to 4.11. Each statement's standard deviation is also displayed. The highest mean scores are 4.11 for caring for people inside and outside the organization and 4.05 for the major concerning the best for others in Mechanical Section under DOH. As a result, employees in Mechanical Section agree with caring for DOH. The rules, regulations, directives and standard operating procedures (SOP) are established to follow and published on the MOC.

As shown in the same Table (4.1), the average mean value for the ethics code is 3.79 that shows the agree level. It is indicating that employees have a positive attitude toward the ethics code. The mean values range from 3.69 to 3.93. Each statement's standard deviation is also displayed. The highest mean scores are 3.93 for the law or ethical code of an employee's profession and 3.84 for the decision based on a professional code of ethics in the Mechanical Section under DOH. As a result, employees at Mechanical Section under DOH agree with the ethics code.

According to Table (4.1), the average mean value for the regulations is 4.18 that shows the agree level. It is indicating that employees have a positive attitude toward regulation. The mean values range from 3.94 to 4.36. Each statement's standard deviation is also displayed. The highest mean scores are 4.36 for following the organization's rules and procedures and 4.34 for sticking to the organization's rules and regulations. As a result, employees in Mechanical Section under DOH agree with the rules.

The above Table (4.1) shows that the instrument's average mean value is 3.77 that shows the agree level. It is indicating that employees have a positive attitude toward the

instrumental. The mean values range from 3.35 to 4.12. Each question's standard deviation is also displayed. The highest mean scores are 4.12 for an organization's interest is not hurt during the work consideration and 4.09 for one's morals or ethics in this organization. As a result, employees at Mechanical Section under DOH agree with the nature of their exciting job as civil servants who the organization respects.

According to the above Table (4.1), the average mean value for independence is 3.87 that shows the agree level. It is indicating that employees have a positive attitude toward independence. The mean values range from 3.70 to 4.01. Each statement's standard deviation is also displayed. The highest mean scores are 4.01 for having the right to decide right and wrong and 3.95 for moral beliefs based on principles in Mechanical Section under DOH. As a result, Mechanical Section employees agree with DOH's independence.

As shown in the same Table (4.1), the average mean value for hard work is 3.89 that shows the agree level. It is indicating that employees have a positive attitude toward the ethics code. The mean values range from 3.862 to 3.93. Each statement's standard deviation is also displayed. The highest mean scores are 3.93 for working efficiently, which is my primary concern, and 3.92 for staying busy at work and not wasting time in Mechanical Section under DOH. As a result, employees of the Mechanical Section under DOH agree with their hard work.

According to the above Table (4.1), the average mean value for work goals is 3.98 that shows the agree level. It is indicating that employees have a positive attitude toward hard work. The mean values range from 3.81 to 4.23. Each statement's standard deviation is also displayed. The highest mean scores are 4.23 for always being self-esteemed with their work and 4.01 for setting employees' tasks and attempting to fulfil the employees in Mechanical Section under DOH. As a result, employees in Mechanical Section agree with the work goals of DOH.

4.1.1 Organizational Commitment of Employees in Mechanical Section under Department of Highways

Organizational commitment play a vital role in meeting organizational objectives. Seven critical factors must be considered to analyze the organizational commitment of employees working in Mechanical Section under DOH: affective, continuance, and normative commitment. The surveyed employees responded to the following fifteen statements, shown in Table (4.2).

Table (4.2) Organizational Commitment of Employees

Sr. No.	Statements	Mean	Standard Deviation
	Affective Commitment		
1	Willing to put in a great deal of effort to help the organization be successful	4.05	0.559
2	Telling friends that is the best organization to work for	3.78	0.658
3	Glad to have chosen to work for the organization over other organizations	3.88	0.634
4	Happy to spend the rest of working life with the organization	3.86	0.655
5	Feeling like the organization is 'part of the family'	3.92	0.674
	Overall Mean	3.99	
	Continuance Commitment		
6	Being the best possible organization to work for	3.79	0.675
7	Difficulty leaving the organization immediately even if they wanted to	3.83	0.814
8	Having a lot of difficulties in life if they decide to leave the organization	3.40	1.047
9	Staying with the organization is a matter of necessity as much as desire	3.62	0.931
10	Having too few options to consider leaving the organization	3.41	1.029
	Overall Mean	3.61	
	Normative Commitment		
11	Accepting almost any type of job assignment to keep working	3.92	0.790
12	Very similar to their values and the organization's values	3.71	0.764
13	Believing that employees must always be loyal to their organization	4.06	0.645
14	Continue working in the organization because they feel morally obligated to do so	4.03	0.589
15	Not feeling right to leave the organization if they get another offer for a better job elsewhere	3.54	0.842
	Overall Mean	3.85	

Source: Survey Data (2022)

According to the above Table (4.2), the average mean value for affective commitment is 3.99 that shows the agree level. It is indicating that employees have a positive attitude toward affective commitment. The mean values range from 3.78 to 4.05. Each question's standard deviation is also displayed. The highest mean scores are 4.05 for willingness to put in great effort to help the organization succeed and 3.92 for feeling like a “ part of the family” at the organization. As a result, employees at Mechanical Section under DOH agree with the nature of their exciting job as civil servants who the organization respects. And then, the employees have a strong belief in and support for the objectives and principles of the organization, a strong desire to maintain participation in the organization, and the ability to put up significant effort on its behalf.

As shown in the same Table (4.2), the average mean value for continuous commitment is 3.61 that shows the agree level. It is indicating that employees have a positive attitude toward continuance commitment. The mean values range from 3.40 to 3.83. Each question's standard deviation is also displayed. The highest mean scores are 3.83 for being hard to leave the organization, even if they wanted to leave and 3.79 for recognizing the best of all possible organizations to work. As a result, employees in Mechanical Section under DOH agree the assumption that people stay with an organization out of fear of losing their benefits, receiving a pay change, and not being able to find another job.

According to the above Table (4.2), the average mean value for normative commitment is 3.85 that shows the agree level. It is indicating that employees have a positive attitude toward normative commitment. The mean values range from 3.54 to 4.06. Each question's standard deviation is also displayed. The highest mean scores are 4.06 for believing the employees must always be loyal to the organization. and 3.92 for accepting almost any job assignment to keep working for Mechanical Section under DOH. As a result, the employee with strong normative commitment agree to act because of their loyalty to the organization or a desire to compensate for the benefits received from the organization.

4.1.3 Effect of Ethical Climate on Affective Commitment in Mechanical Section under Department of Highways

A multiple linear regression model was performed with the independent variable of ethical climate and the dependent variable of affective commitment to examine the effect of ethical climate on affective commitment in Mechanical Section under DOH.

Table (4.3) shows the results of running the statistical model.

Table (4.3) Effect of Ethical Climate on Affective Commitment

Dependent Variable: Affective Commitment	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.080	0.409		0.195	0.845	
Care	0.231***	0.085	0.196	2.715	0.007	1.541
Ethics Code	-0.030	0.099	-0.027	-0.300	0.765	2.389
Regulations	0.210**	0.090	0.174	2.331	0.021	1.641
Instrumental	0.074	0.074	0.085	1.001	0.319	2.141
Independence	-0.054	0.073	-0.063	-0.740	0.460	2.126
Hard Work	0.042	0.059	0.042	0.706	0.482	1.054
Work Goals	0.478***	0.079	0.479	6.054	0.000	1.844
R	0.713					
R Square	0.508					
Adjusted R Square	0.484					
F value	21.383***					
Durbin Watson	1.915					

Source: Survey Data (2022)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

Table (4.3) shows the effect of ethical climate on affective commitment, and the result is 0.713, which falls between 0 and 1. It indicates that the level of affective commitment reported by employees and the ethical climate situation are affected. The value of R squared is 0.508. As a result, the linear regression model in this analysis can predict the effect of the independent variables of ethical climate (ethical climate factors: care, ethics code, regulations, instrumental, independence, hard work, work goals) on the dependent variables of affective commitment with 50.8% accuracy. The adjusted R Square value is 0.484, and the F value test indicates that the model is highly significant in two variables at the 99% level. As a result, the specified model is said to be valid. Because the Durbin-Watson value is between 1.5 and 2.5, the sample is sufficient and not

auto-correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables.

According to the regression results, care has a positive effect on affective commitment at the 99% significant level and regulations has a positively effect on affective commitment at the 95% significant level. In addition, work goals has a positive effect on affective commitment at the 99% significant level. However, there is no effect of ethical code, instrumental, independence, or hark work on affective commitment. In summary, the results show that the standard coefficient (Beta) of work goals has the highest value of 0.479 among the seven explanatory variables, indicating that work goals have the most significant contribution to affective commitment and employees are committed with the support of work goals in Mechanical Section under DOH.

As a result, care, regulations, and work goals significantly affect the affective commitment of employees working at Mechanical Section under DOH. Care for employees in DOH is that the officers actively listen to what their employees think and feel and find out how to support they need. The officers offer employees the opportunity to learn new skills, knowledge or technologies through seminars, courses, mentorships and training. The regulations of DOH create and maintain a work environment that permits and encourages employees to achieve their highest personal productivity and quality of life. The Department provides and maintains a safe, healthy and productive workplace. The work goals for employees in DOH are that employees are encouraged to work together to achieve better results and habitually set clear and measurable goals outlined by this vision so that the teams can track progress. They can see their success tangibly.

4.1.4 Effect of Ethical Climate on Continuance Commitment in Mechanical Section under Department of Highways

A multiple linear regression model was performed with the independent variable of ethical climate and the dependent variable of continuance commitment to examine the effect of ethical climate on continuance commitment in Mechanical Section under DOH. Table (4.4) shows the results of running the statistical model.

Table (4.4) Effect of Ethical Climate on Continuance Commitment

Dependent Variable: Continuance Commitment	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-1.142	0.670		-1.705	0.090	
Care	0.184	0.139	0.099	1.323	0.188	1.541
Ethics Code	-0.075	0.162	-0.043	-0.460	0.646	2.389
Regulations	-0.160	0.147	-0.083	-1.083	0.281	1.641
Instrumental	0.328***	0.122	0.236	2.690	0.008	2.141
Independence	0.161	0.120	0.118	1.346	0.181	2.126
Hard Work	0.028	0.097	0.018	0.286	0.775	1.054
Work Goals	0.756***	0.130	0.476	5.840	0.000	1.844
R	0.692					
R Square	0.478					
Adjusted R Square	0.453					
F value	18.997***					
Durbin Watson	1.665					

Source: Survey Data (2022)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

Table (4.4) shows the effect of ethical climate on continuance commitment, and the result is 0.692, which falls between 0 and 1. It indicates that the level of continuance commitment reported by employees and the ethical climate situation is affected. The value of R squared is 0.478. As a result, the linear regression model in this analysis can predict the effect of the independent variables of ethical climate (ethical climate factors: care, ethic code, regulations, instrumental, independence, hard work, work goals) on the dependent variables of continuance commitment with 47.8% accuracy. The adjusted R Square value is 0.453, and the F value test indicates that the model is highly significant in two variables at the 99% level. As a result, the specified model is said to be valid. Because the Durbin-Watson value is between 1.5 and 2.5, the sample is sufficient and not auto-correlated. Because all the variance inflation factors (VIFs) are less than 10, there is

no problem with multicollinearity among independent variables.

According to the regression results, the instrumental has a positive effect on continuance commitment at the 99% significant level and the effect of work goal on continuance commitment at the 99% significant level. However, care, ethics code, regulation, independence, or hard work on continuance commitment has no effect. In summary, the results show that the standard coefficient (Beta) of work goal has the highest value of 0.476 among the seven explanatory variables, indicating that work goals have the most significant contribution to continuance commitment and employees are committed with the support of work goal in Mechanical Section under DOH.

As a result, instrumental and work goals significantly affect the continuance commitment of employees working at Mechanical Section under DOH. The Department can offer personal benefits to employees as a leader responsible for bringing out the best and looking after their self-interests. And then, the relationship between the organization and the individuals is based on honesty, not one-upmanship. The executives of DOH are open about needs and self-interest of employees. Teamwork, which is encouraged and promoted by DOH, increases productivity since it helps individuals feel less alone and more involved in their work goals.

4.1.5 Effect of Ethical Climate on Normative Commitment in Mechanical Section under Department of highways

A multiple linear regression model was performed with the independent variable of ethical climate and the dependent variable of normative commitment to examine the effect of ethical climate on normative commitment in Mechanical Section under DOH. Table (4.5) shows the results of running the statistical model.

Table (4.5) Effect of Ethical Climate on Normative Commitment

Dependent Variable: Normative Commitment	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.599	0.405		-1.478	0.142	
Care	0.338***	0.084	0.256	4.008	0.000	1.541
Ethics Code	-0.032	0.098	-0.026	-0.331	0.741	2.389
Regulations	0.064	0.089	0.048	0.723	0.471	1.641
Instrumental	0.277***	0.074	0.282	3.753	0.000	2.141
Independence	0.010	0.072	0.011	0.141	0.888	2.126
Hard Work	0.010	0.059	0.009	0.164	0.870	1.054
Work Goals	0.463***	0.078	0.412	5.903	0.000	1.844
R	0.786					
R Square	0.617					
Adjusted R Square	0.599					
F value	33.426***					
Durbin Watson	1.943					

Source: Survey Data (2022)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

Table (4.5) shows the effect of ethical climate on normative commitment, and the result is 0.786, which falls between 0 and 1. It indicates that the level of normative commitment reported by employees and the ethical climate situation is affected. The value of R squared is 0.617. As a result, the linear regression model in this analysis can predict the effect of the independent variables of ethical climate (ethical climate factors: care, ethic code, regulations, instrumental, independence, hard work, work goals) on the dependent variables of normative commitment with 61.7% accuracy. The adjusted R Square value is 0.599, and the F value test indicates that the model is highly significant in three variables at the 99% level. As a result, the specified model is said to be valid. Because the Durbin-Watson value is between 1.5 and 2.5, the sample is sufficient and not auto-correlated. Because all the variance inflation factors (VIFs) are less than 10, there is

no problem with multicollinearity among independent variables.

According to the regression results, caring positively affects normative commitment at the 99% significant level and the effect of instrumental and work goals on normative commitment at the 99% significant level, respectively. However, there is no effect of ethics code, regulations, independence, hard work on normative commitment. In summary, the results show that the standard coefficient (Beta) of work goal has the highest value of 0.412 among the seven explanatory variables, indicating that work goals have the most significant contribution to normative commitment and employees are committed with the support of work goals in Mechanical Section, DOH.

As a result, care, instrumental, and work goals significantly affect the normative commitment of employees working at Mechanical Section under DOH. Cares in DOH are available for the employee with personal and professional development opportunities. By asking questions and truly understanding what the employees think, feel, and need support, the employees know the officers' care. One thing of instrumental is that the leaders show their flexibility. At DOH, the leader takes responsibility for helping their employees strike a perfect chord with the organization that would outlast their tenure. Work goals at DOH are that officers encourage and promote teamwork since it reduces employees' feelings of isolation and increases their motivation and engagement with their tasks. They can achieve this by routinely organizing team-building events and providing their team members opportunities to interact and get to know one another. The Department creates an enjoyable workspace and an office where employees want to spend their time.

4.2 Analysis on Effect of Organizational Commitment on Job Satisfaction in Mechanical Section under Department of Highways

To analyze the effect of organizational commitment on employees working at Mechanical Section under DOH, the surveyed employees responded to eight statements on a five-point Likert scale on job satisfaction.

4.2.1 Job Satisfaction of Employees in Mechanical Section

Professional development of employees is used to assess their job satisfaction. To analyze the job satisfaction of employees working at Mechanical Section under DOH, the surveyed employees responded to eight statements on a five-point Likert scale on job satisfaction. Table (4.6) displays the results.

Table (4.6) Job Satisfaction of Employees

Sr. No.	Statements	Mean	Standard Deviation
1	Job Satisfaction Satisfaction with the career opportunity provided by the organization	3.98	0.549
2	Satisfaction working with co-workers	4.03	0.566
3	Interest in job	4.20	0.504
4	Satisfaction with the training provided to me	3.98	0.628
5	Having a fair promotion policy	3.75	0.819
6	Getting good support from management	3.85	0.710
7	Very friendly to work with/Being friendly while working	4.00	0.711
8	Overall, satisfaction compared to other organization	4.11	0.584
	Overall Mean	3.99	0.443

Source: Survey Data (2022)

According to the above Table (4.6), the average total mean value for job satisfaction is 3.99 that shows the agree level. It is indicating that employees have a positive attitude toward job satisfaction. The mean values range from 3.75 to 4.20. Each question's standard deviation is also displayed. The highest mean scores are for interest in a job 4.20 and satisfaction with the organization compared to other organizations 4.11. As a result, it can be concluded that employees at Mechanical Section under DOH agree well and with sufficient concentration to deliver high-quality results.

4.2.2 Effect of Organizational Commitment on Job Satisfaction in Mechanical Section under Department of Highways

A single linear regression analysis was performed with the independent variable of organizational commitment and the dependent variable of job satisfaction to investigate the effect of organizational commitment on job satisfaction in Mechanical Section under DOH. Table (4.7) shows the results of running the statistical model.

Table (4.7) Effect of Organizational Commitment on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.040	0.175		5.961	0.000	
Affective Commitment	0.416***	0.059	0.452	7.081	0.000	2.031
Continuance Commitment	0.125***	0.038	0.216	3.275	0.001	2.175
Normative Commitment	0.227***	0.053	0.278	4.266	0.000	2.114
R	0.837					
R Square	0.701					
Adjusted R Square	0.695					
F value	116.333***					
Durbin-Watson	1.895					

Source: Survey Data(2022)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to Table (4.7), the effect of organizational commitment on job satisfaction is 0.837, a value between 0 and 1. It demonstrates that there is an effect of organizational commitment on job satisfaction. The value of R squared is 0.701. As a result, the linear regression model in this analysis can predict the effect of the independent variable of organizational commitment and the dependent variable of job satisfaction with 70.1% accuracy. The adjusted R Square value is 0.695, and the F value test indicates that the model's significance is highly significant at the 99% level. As a result, the specified model is said to be valid. Because the Durbin-Watson value is between 1.5 and 2.5, the sample is sufficient and not auto-correlated. Because all the variance inflation factors (VIFs) are less than 10, there is no problem with multicollinearity among independent variables. According to the regression results, organizational commitment positively affects job satisfaction, with a 99% significant

level. To summarize the findings, the standard coefficient (Beta) of affective commitment is 0.452, indicating that affective commitment contributes to job satisfaction.

As a result, employees are satisfied with the career opportunity provided by the organization. Employees, who are satisfied working with co-workers in the organization, perform their job with high effort. The organization respects all employees for their abilities and interests. Transparency improves organizational commitment and job satisfaction. The organization gives employees the same opportunities and a fair promotion policy for their development.

Employees must become lifelong learners committed to updating their professional knowledge, skills, values and experience to provide higher competency and capacity building. Employees who feel thorough, valued, and specific about their goals are more satisfied with their current assignments. Employers can improve employee satisfaction by actively listening, demonstrating care, and encouraging employee development. As a result, increasing the factors to improve employee organizational commitment by Mechanical Section of DOH's management will result in improved job satisfaction, consequently leading to improved experiences and positive outcomes for the public.

CHAPTER 5

CONCLUSION

This chapter is divided into three sections: findings and discussions, suggestions and recommendations, and needs for further research. The primary goal of this study is to analyze the effect of ethical climate on organizational commitment and the effect of organizational commitment on the job satisfaction of employees working at Mechanical Section under DOH.

5.1 Findings and Discussions

The objective of the study was to explain how employee's perceptions towards ethical climate influences their organizational commitment and job satisfaction level. In particular, This study focused on ethics at work to identify the underlying relationship between organizational commitment and job satisfaction. More specifically, this study examined the hypothesis regarding the relationship between work ethics, organizational commitment and job satisfaction. The result supported the hypothesis and found that work ethic is directly associated positively with job satisfaction. A linkage was established between a caring climate, job satisfaction, and an organization emphasizing work goals. The result indicated that work ethics dimensions like care, instrumental and work goals strongly influence the job. This shows that employees do care about their society's welfare.

In terms of demographic factors, most employees are single. According to the age analysis, most of the employees are middle-aged, demonstrating that most of the employees in this Department are mature with relevant experienced. According to the nature and standards of Government organizations, most employees are holders of bachelor's degrees. The majority of employees are non-officers.

The results of all the average mean values show that employees mostly have a positive attitude towards ethical climate, organizational commitment and job satisfaction. According to the average mean value of care, ethic code, regulations, instrumental, independence, hard work and work goals, employees agree with them. It shows that employees have a positive attitude and are satisfied with the ethical climate factors of Mechanical Section under DOH. Employees are pleased with the job aids and the well-established rules, regulations, directives and standard operating procedures (SOP). This

study includes two objectives to study. The first objective of this study is to analyze the effect of ethical climates on organizational commitment. According to the first section of the survey, only care, instrumental and work goals significantly affect the organizational commitment of employees working at Mechanical Section under DOH.

The second section of the study looks at the effect of organizational commitment on the job satisfaction of employees working in Mechanical Section under DOH. The findings of this study show that organizational commitment has a positive and significant effect on job satisfaction. This means that organizational commitment can affect improving job satisfaction. This results in an organization's output and benefits being maximized. Employees who are satisfied with their jobs are more productive and perform better at work. As a result, management should pay close attention to employee job satisfaction. Employees who are happy with their jobs and surroundings will be more motivated to improve their skills, leading to better work performance.

The ethical climate is significantly and positively affected higher levels of organizational commitment among Mechanical Section under DOH employees. Organizational commitment and job satisfaction are strongly and positively affected. Finally, it has been discovered that job satisfaction is strongly influenced by organizational commitment at work, resulting from the ethical climate in Mechanical Section under DOH.

5.2 Suggestions and Recommendations

This study focuses on two objectives. The study's first objective is to the effect of ethical climate on employees' organizational commitment in the mechanical section under DOH. The second objective is the effect of organizational commitment on job satisfaction in Mechanical Section under DOH. The result of first objective shows that care, regulations and work goals have significant and positive effects on affective commitment of employees who are working at Mechanical Section under Department of Highways. According to results, affective commitment is primarily determined by the quality of the ethical climate, which includes care, ethic code, regulations, instrumental, independence, hard work and work goals factors. The average mean value of the ethical climate, affective commitment and job satisfaction are agreed by employees working in Mechanical Section under DOH.

The finding shows that instrumental and work goals have significant and positive effects on continuance commitment of employees in Mechanical Section under DOH.

Therefore, higher job satisfaction leads to higher organizational productivity. When employees can choose respectfully, they are satisfied and motivated to perform the task. Therefore, the organization should treat all employees with respect and with equal opportunities. In addition, care, instrumental and work goals have significant and positive effects on normative commitment. According to result, a strong culture can also enhance employees' ethical situation; however, if there are a lack of individual ethics, organizational-level policies might not effectively promote corporate social responsibility(CSR). Lack of "individual ethics" is also one of the reasons for insufficient satisfaction at work. Therefore, organizations should devise ethical training and moral development workshops that target individuals' ethical reasoning to protect their interest and promote their values.

According to the result, organizational commitment has significantly positive effects on job satisfaction. Work ethics and job satisfaction go hand in hand. Hard work and care are examples of work ethics. Therefore, officers should provide the employees with the moral benefit of work and ability. As a result, favorable ethics is associated with job satisfaction with essential implications. An employee with a good work ethic is more eligible for selected positions, more responsibility and promotion. At the same time, employees who fail to exhibit good work are not promoted or given greater responsibility. Although employees' job satisfaction is significant, studies regarding the ethics job satisfaction relationship have received little attention. In Mechanical Section under Department of Highways, the employees are committed to growth as a high-performing organization where talent, culture and leadership are the main drivers of their people's development and the fulfilment of their strategic objectives. Therefore, officers seek to promote the professional development of their employees and provide them with the necessary training and resources to foster their safety and success at work.

To conclude, job satisfaction is the foundation of an organization's overall performance because overall work satisfaction is dependent on the individual satisfaction of its employees. Because of the organization's competitive environment and rapidly changing technological trends, employee development is a critical source for determining the organization's ultimate success. As a result, the management should pay attention to job satisfaction because satisfied employees will be more motivated to improve their competencies and capabilities, increasing their work commitment.

5.3 Needs for Further Research

A literature review on ethics has noticed a surge in research on ethical behavior. However, little research has focused on employees' work ethics as personal consequences. This research looks at the effect of the ethical climate on organizational commitment in the Mechanical Section under the Department of Highways, Ministry of Construction. A key issue identified is the lack of theory about the employees' nature of strong work ethics. Ethics is concerned with working goals and time utilization to fulfill the task wisely, but a distinctive approach to this concern that matters is lacking.

There is little consensus on developing a theory of ethics. This study proposed that focusing on expectancy theory would provide a sensible rationale for ethical practices. Expectancy theory configures depending on rewards and motivation, indicating satisfaction can be considered with high performance. The alternative approach is to use the statistical method and to see what emerges from factor analysis. This study would also care about corporate social responsibility associated with ethics and job satisfaction. Finally, there is a need to be cautious about the validity assumption while performing the data collection based on different corporate departments. Finally, future research should consider the consequences of quality and strong work ethics at the international level.

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APPENDICES

APPENDIX (1) Questionnaire

Survey Questionnaire

Dear Participants,

You are invited to participate in a survey. I am writing a dissertation for the Executive Master of Business Administration (EMBA, Yangon University of Economics). This paper aims to examine the Effect of Ethical Climate on Organizational Commitment and Job Satisfaction of Engineers under the Ministry of Construction. I would like to ask you to help me answer the questions needed for the Master's Degree Thesis. Please kindly fill in each item of the questionnaire according to your experience. All the information collected will be used for academic purposes only and is in no relation to any business paper. Your answers will be completely confidential and anonymous. Your participation is voluntary. It can take about 10 minutes for you to complete this survey. Your response is highly appreciated. Thank you for your precious time and participation.

Best Regards,

Wah Wah

Roll No.EMBAAII-45

EMBA 18th BATCH (NPW)

SECTION A: Demographic Information

Please tick (√) for the most appropriate responses/answer in respect of the following items.

1. What is your gender?

Male

Female

2. What is your current age?

under 20

21 - 30

31-40

41-50

over 50

3. What is your current marital status?

Single

Married

4. What is the highest level of education that you have completed?

Diploma

Graduate

Master

PhD

5. How long have you worked at this organization?

0-2years

3-10 years

11-20years

21-30 years

Over 30 years

6. How long have you worked in your current position?

0-1 years

2-3 years

4-5 years

6-7 years

Over 7 years

7. How long do you plan to work at this Organization?

0-3 years

4-7 years

8-11 years

12-15 years

Over 16 year

8. What is your current position?

Officer

Non-Officer

SECTION B: Ethical Climate

Care

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I take care of people inside and outside the organization.					
2	Our major concern is always what is best for the other person.					
3	In this organization, people look out for each other's good.					
4	The most efficient way is always the right way in this organization.					
5	In this organization, each person is expected above all to work efficiently.					

Ethics Code

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I make a decision based on a professional code of ethics.					
2	Employees in this organization are expected to comply with the law and professional standards over and above other considerations.					
3	In this organization, the first consideration is whether a decision violates and law.					
4	The law or ethical code of an employee's profession is a major concern.					
5	Employees are expected to comply with the law and professional standards over and above other considerations.					

Regulations

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I obey rules set for employee working attitude.					
2	Every employee must stick to the organization's rules and regulations.					
3	It is very important to follow the organization's rules and procedures.					
4	Successful people in this organization go by the book.					
5	Is willing to speak up when policy does not contribute to the goal achievement of the department.					

Instrumental

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I am instrumental among people within the organization.					
2	In this organization, Employees protect their interests above all else.					
3	An organization's interest is not hurt during the work consideration.					
4	Employees can do anything further to protect the organization's interest.					
5	There is no room for one's personal morals or ethics in this organization.					

Independence

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I consider moral beliefs based on principles.					
2	Employees have the right to decide what is right and wrong.					
3	Own personal and moral beliefs of employees are followed.					
4	The most important consideration in this organization is each person's sense of right and wrong.					
5	In this organization, employees are guided by their ethics.					

Hard Work

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I am always willing to work.					
2	I have a positive attitude towards work.					
3	Working efficiently is my major concern.					
4	It is important to stay busy at work and not waste time.					
5	I constantly look for ways to productively use my time.					

Work Goals

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I am always self-esteemed with the work I do.					
2	Employees always attempt to improve their efficiency.					
3	Employees are always highly motivated.					
4	Employees set their tasks and attempt to fulfill them.					
5	Suggests revisions in work to achieve organizational or departmental objectives.					

Section C: Organizational Commitment

Affective Commitment

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I am willing to put in a great deal of effort to help this Organization be successful.					
2	I tell my friends this organization is a great organization to work for.					
3	I am glad that I chose to work at this organization over other organizations.					
4	I would be happy to spend the rest of my career with this organization.					
5	I do feel like ' part of the family ' at this organization.					

Continuance Commitment

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	For me, this is the best of all possible organizations to work for.					
2	It would be very hard for me to leave this organization right now, even if I wanted to.					
3	Too much in my life would be disrupted if I decided I wanted to leave this organization now.					
4	Right now, staying with this organization is a matter of necessity as much as desire.					
5	I feel that I have too few options to consider leaving this organization.					

Normative Commitment

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (✓)				
		1	2	3	4	5
1	I would accept almost any type of job assignment to keep working for this organization.					
2	I find that my values and the organization's values are very similar.					
3	I do believe the employees must always be loyal to the organization.					
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.					
5	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.					

Section D: Job Satisfaction

Please indicate your agreement with each of the statements below.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

No	Measurement items	Please tick (√)				
		1	2	3	4	5
1	I am satisfied with the career opportunity provided by the organization.					
2	I am satisfied working with co-workers in the organization.					
3	Job is interesting to me.					
4	I am satisfied with the training provided to me.					
5	This organization has a fair promotion policy.					
6	Employees in this organization receive good support from management.					
7	The people I work with are very friendly.					
8	All in all, I am satisfied with this organization, compared to other organizations.					

The End

APPENDIX (2) STATISTICAL OUTPUTS

Model (1) Regression Analysis Results for the effect of Ethical Climate on Affective Commitment in Mechanical Section under Department of Highways

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.713 ^a	.508	.484	.34605	.508	21.383	7	145	.000	1.915

a. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

b. Dependent Variable: AffectiveCommitmentMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.925	7	2.561	21.383	.000 ^b
	Residual	17.364	145	.120		
	Total	35.288	152			

a. Dependent Variable: AffectiveCommitmentMean

b. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.080	.409		.195	.845	-.728	.888					
	CareMean	.231	.085	.196	2.715	.007	.063	.399	.526	.220	.158	.649	1.541
	EhticsCode Mean	-.030	.099	-.027	-.300	.765	-.226	.166	.433	-.025	-.017	.419	2.389
	Regulations Mean	.210	.090	.174	2.331	.021	.032	.387	.462	.190	.136	.610	1.641
	Instumental Mean	.074	.074	.085	1.001	.319	-.073	.221	.398	.083	.058	.467	2.141
	IndependenceMean	-.054	.073	-.063	-.740	.460	-.198	.090	.376	-.061	-.043	.470	2.126
	HardWork Mean	.042	.059	.042	.706	.482	-.075	.159	.142	.058	.041	.948	1.054
	WorkGoals Mean	.478	.079	.479	6.054	.000	.322	.635	.668	.449	.353	.542	1.844

a. Dependent Variable: AffectiveCommitmentMean

Model (2) Regression Analysis Results for the effect of Ethical Climate on Continuance Commitment in Mechanical Section under Department of Highways

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.692 ^a	.478	.453	.56726	.478	18.997	7	145	.000	1.665

a. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

b. Dependent Variable: ContinuanceCommitmentMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.790	7	6.113	18.997	.000 ^b
	Residual	46.658	145	.322		
	Total	89.448	152			

a. Dependent Variable: ContinuanceCommitmentMean

b. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
	1	(Constant)	-1.142			.670		-	.090	-2.466	.182		
	CareMean	.184	.139	.099	1.323	.188	-.091	.460	.455	.109	.079	.649	1.541
	EhticsCode Mean	-.075	.162	-.043	-.460	.646	-.396	.246	.433	-.038	-.028	.419	2.389
	Regulations Mean	-.160	.147	-.083	-	.281	-.451	.132	.310	-.090	-.065	.610	1.641
	Instumental Mean	.328	.122	.236	2.690	.008	.087	.569	.500	.218	.161	.467	2.141
	IndependenceMean	.161	.120	.118	1.346	.181	-.075	.397	.479	.111	.081	.470	2.126
	HardWork Mean	.028	.097	.018	.286	.775	-.164	.220	.144	.024	.017	.948	1.054
	WorkGoals Mean	.756	.130	.476	5.840	.000	.500	1.012	.633	.436	.350	.542	1.844

a. Dependent Variable: ContinuanceCommitmentMean

**Model (3) Regression Analysis Results for the effect of Ethical Climate
on Normative Commitment in Mechanical Section under Department of Highways**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.786 ^a	.617	.599	.34310	.617	33.426	7	145	.000	1.943

a. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

b. Dependent Variable: NormativeCommitmentMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.544	7	3.935	33.426	.000 ^b
	Residual	17.069	145	.118		
	Total	44.614	152			

a. Dependent Variable: NormativeCommitmentMean

b. Predictors: (Constant), WorkGoalsMean, HardWorkMean, InstrumentalMean, RegulationsMean, CareMean, IndependenceMean, EhticsCodeMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.599	.405		-1.478	.142	-1.400	.202					
	CareMean	.338	.084	.256	4.008	.000	.171	.504	.608	.316	.206	.649	1.541
	EhticsCode Mean	-.032	.098	-.026	-.331	.741	-.227	.162	.521	-.027	-.017	.419	2.389
	Regulation sMean	.064	.089	.048	.723	.471	-.112	.241	.450	.060	.037	.610	1.641
	Instumental Mean	.277	.074	.282	3.753	.000	.131	.423	.579	.298	.193	.467	2.141
	Independe nceMean	.010	.072	.011	.141	.888	-.133	.153	.507	.012	.007	.470	2.126
	HardWork Mean	.010	.059	.009	.164	.870	-.106	.126	.127	.014	.008	.948	1.054
	WorkGoals Mean	.463	.078	.412	5.903	.000	.308	.617	.691	.440	.303	.542	1.844

a. Dependent Variable: NormativeCommitmentMean

**Model (4) Regression Analysis Results for the effect of Organizational Commitment
on Job Satisfaction in Mechanical Section under Department of Highways**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.837 ^a	.701	.695	.24490	.701	116.333	3	149	.000	1.895

a. Predictors: (Constant), NormativeCommitmentMean, AffectiveCommitmentMean, ContinuanceCommitmentMean

b. Dependent Variable: JobSatisfactionMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.932	3	6.977	116.333	.000 ^b
	Residual	8.937	149	.060		
	Total	29.868	152			

a. Dependent Variable: JobSatisfactionMean

b. Predictors: (Constant), NormativeCommitmentMean, AffectiveCommitmentMean, ContinuanceCommitmentMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.040	.175		5.961	.000	.696	1.385					
	AffectiveCommitmentMean	.416	.059	.452	7.081	.000	.300	.532	.774	.502	.317	.492	2.031
	ContinuanceCommitmentMean	.125	.038	.216	3.275	.001	.050	.201	.702	.259	.147	.460	2.175
	NormativeCommitmentMean	.227	.053	.278	4.266	.000	.122	.333	.716	.330	.191	.473	2.114

a. Dependent Variable: JobSatisfactionMean