

# The Effects of Corporate Ethics Policies on Ethical Decision Making

- Focused on the moderating effect of individual variables

Yong-Man Kwon<sup>†</sup>

## Abstract

This thesis looks closely at the moderating effect of individual variables while we analyzed how corporate's ethics policies have influence on his ethical decision-making behaviors. The subjects of the research were full-time employees (n=211) in the Seoul metropolitan region. The research model was substantiated through statistical analysis of credibility and validity, correlation, variance, and moderated regression analysis (MRA). This study found that within an organization with a code of ethics, the level of enforcement of the code and the level of employee awareness of core values sought by the company determined the level of influence of the code on ethical decision making. In other words, internal factors exerted a greater influence than external evaluation of a corporation's ethical decision making practices and therefore, it is necessary for decision-making practices to be transparent and recognized by the members within an organization. The study also found that the employee's awareness about the long-term visions of the company at a higher level and the employees who have a locus of control to their members internally acted as independent variables as well as control variables on the ethical decision-making. In addition, there were great differences in the level of ethical decision-making among the variables used as controls, which means these differences were related to the individual variables. Accordingly, in order to get ethical decision-making practices at a higher level, a education & training program will be designed and implemented variously as considering on the particular characteristics of the control variables we used in this study.

**Keywords :** Ethical Decision Making, Ethical Values, Long-term Vision, Locus of Control

## 1. Introduction

Recently, an importance of the corporate ethical management has been emphasized

due to insufficient understanding on ethical management and loosing of social trust. The financial crisis that swept through the globe at the end of the 1990s not only brought the rapid economic growth in Korea to an abrupt halt but also revealed the problem of non-transparent management practices within Korean corporations. In addition, the Enron and WorldCom debacles demonstrated

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<sup>†</sup> Professor, Namseoul University

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how corporate social responsibility (CSR)<sup>1)</sup>

6] not only affects one corporation but the whole world and determines the quality of life for workers globally [10].

As such, it can be said that ethical decision making is inherently linked to corporate competitiveness. As a result, there is a great need for a closer analysis of ethical decision-making processes, the basis for ethical management.

Ethical decision making and ethical management are critical elements to the survival and continued growth of a business. Corporations with clear standards for ethical decision making are able to secure consumer confidence and thus the basic foundation for a going concern. Clear guidelines for ethical decision making also have a great impact on organizational performance as well. Because ethical decision-making practices ensure just and fair treatment for employees, those workers in a company which practices ethical decision making would have a pride to the company and be motivated to work harder, thus raising productivity. Furthermore, ethical management forms the core of corporate competitiveness in the 21st century through a improved image and reputation, formation of relational capital, and reduced transaction costs [5].

When one makes a decision regarding an ethical issue, it is generally viewed as a personal decision in which the major influential factors are one's level of honesty or conscience. However, the unethical behaviors of members within an organization are influenced greatly by the business structure and culture more so than personal values (Paines, 1994) [11].

In order to examine ethical decision making within

corporations, it is necessary to simultaneously consider three elements, namely, the participants taking part in decision making (Ladd, 1970; Elster, 2006) [7][3], the organizational structure limiting the basic principles and goals of decision making (Ladd, 1970; Vitell et al., 1990), [7][14], and the relationships that are created within the corporate structure (Ladd, 1970; May, 1987) [7][9]. This thesis aims to identify the organizational factors which influence decisions about ethical issues and how such factors influence ethical decision-making behavior so that ultimately, ethical management can become better established within corporations and a culture/environment, in which ethical behavior and decisions are advocated, can induce desirable actions of members within an organization.

## 2. Theoretical Considerations

### 2.1 Ethics Policy of the Organization

Among the factors which affect ethical decision making, the factors that have been studied within an organization are the existence and level of enforcement of a code of ethics, the ethical values of a corporation, rewards and restraints, culture and climate, etc. Weaver and Ferrel (1977) [16] asserted that the existence and enforcement of a code of ethics increased ethical behavior while Vitell and Davis (1990) [15] suggested that greater implementation of a code of ethics is necessary to increase the efficiency of code implementation.

#### 2.1.1 Enforcement of the Code of Ethics

Awareness levels by members of the organization of the existence and application of the code of ethics promote greater ethical decision making. Wotruba et al., (2001) [17]

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1) Corporate social responsibility (CSR) is also referred to as corporate responsibility (CR) and social responsibility (SR). CSR is applied in the areas of transparent management, ethical management, green management, win-win management, etc.

stated that a code of ethics is the result of active interest by the organization in moral obligations and active efforts to provide moral direction. According to Wotruba, as a code of ethics reflects the interest and efforts to fulfill an organization's moral obligations, the code serves as a standard policy governing particular behavior and statements towards the ethical directions of the organization. Vitell and Davis (1990)[15] suggests high levels of code enforcement for greater efficiency of implementation. The mere existence of a code of ethics does not, however, does not affect ethical decision making. Rather, the code of ethics must be reinforced with the perception that the members of the organization are actively trying to apply the code of ethics. Such a perception is promoted through education about the code of ethics coupled with the utilization of the code of ethics as a reward and disciplinary tool.

### 2.1.2 Corporate Ethical Values

The values pursued by an organization significantly influence the behavior and ideas of the members within that organization Weaver and Ferrel(1977)[16] released research findings that the existence and mandatory application of a code of ethics increase the level of ethical behavior within an organization. Hunt and Vitell (1993)[4] included ethical values of an organization among factors which impacted ethical decision making. According to Chonko and Hunt (1985) [1] corporate values influence corporate decision making on several dimensions. The ethical values of a corporation is the combination of official and unofficial policies governing the ethics of the organization and each individual within the organization.

## 2.2 Individual Variables

### 2.2.1 Awareness of Organization's Long-term Visions

Denison (1997)[2] identified five factors that affected ethical decision making, namely, the awareness of the organization's long-term visions by the members of the organization, the development of learning capacity, teamwork and the transfer of authority, inter-departmental collaboration, and customer oriented changes. As such, Denison asserts that individuals' awareness of an organization's long-term visions influence ethical decision making. The level of awareness of long-term visions and goals of the corporation by the members of an organization and the execution of behavior towards fruition of such goals greatly affect ethical decision making. Therefore, implementation of advanced work processes, the establishment of long-term management goals and efforts by management to clearly share these goals with the members of the organization, and the establishment of management strategies to prepare for the future are essential factors for increasing ethics in decision-making processes

### 2.2.2 Locus of Control

Locus of Control refers to how much control an individual feel one has over what happens. Those who feel the locus of control is internal believe that they control the outcome of events and tend to take responsibility for what happens. Those who feel the locus of control is external believe that fate or others are the cause for events. Externals usually do not take responsibility for what happens to them.

Members of an organization with an external locus of control tend to conform to the organization and follow the orders of the organization whereas those with an internal

locus of control tend to first evaluate the ethical implications of an action and take responsibility for the outcome of their actions. As such, it is necessary to observe how the locus of control affects ethical decision making.

## 2.3 Factors for Ethical Decision

### 2.3.1 Concept of Ethics

Business ethics can be defined as the application of ethics to business management processes. Shin(2006)[13] defined ethical decision making as making decisions in the face of an ethical dilemma. Generally, an ethical problem or the course of action taken by an individual can negatively affect another individual or decrease benefits. Hunt and Vitell (1993)[4] asserted five factors in ethical decision making in marketing, namely, cultural environment, professional environment, industrial environment, organizational environment, and individual differences. These factors are expressed as forecast variables in the ethical decision making processes of individuals. Therefore Ethical decision making refers to the cognizance of an ethical dilemma and the selection of either ethical or unethical actions in response to the situation. Ethical decision making encompasses judgment of the situation and the ensuing behavior.

### 2.3.2 Level of Ethical Decision Making

In discussing a company's level of ethics, it is more efficient to first differentiate the various types of corporate ethics. Corporate ethics is largely divided into external and internal ethics and further categorized into passive ethics prohibiting negative behavior and active ethics recommending positive behavior. According to Shin(2006)[13], the level of ethical decision making of a worker can be measured by the following four factors.

#### 2.3.2.1 Perceived Ethical Discernment of the Corporation

The perceived ethical discernment of the organization is affected by the ethical beliefs of the CEO, the existence of a code of ethics or ethics policies within the organization, the provision of incentives or penalties corresponding to the degree of ethical or unethical behavior, and the ethical environment within the corporation. A study by Petrick and Quinn (2000)[12] reported that the presence of a strong leader or group restricts the behavior of the other members of the organization. As the greatest leader within an organization is none other than the CEO, the CEO has the greatest influence on the actions of the members of the organization.

#### 2.3.2.2 Perceived Ethical Discernment of Higher Ranking Officers

Even if one commits unethical actions, the influence of incentives and penalties vary depending on the particular characteristics of the individual committing the act. In other words, the ethical discernment of higher ranking officers have a greater influence on the ethical decision making of the organization as a whole.

#### 2.3.2.3 Perceived Ethical Discernment of Fellow Colleagues

The perceived ethical discernment of fellow colleagues is influenced by the existence of opportunities for unethical behavior, the anticipated performance of the organization as a result of unethical or ethical actions, the impact on competition in the industry, the ethical awareness of the customer, and existence of related laws. Wotruba (1990)[16] stated that the performance of salespeople is more visible than for other workers so salespeople face more pressure to do well.

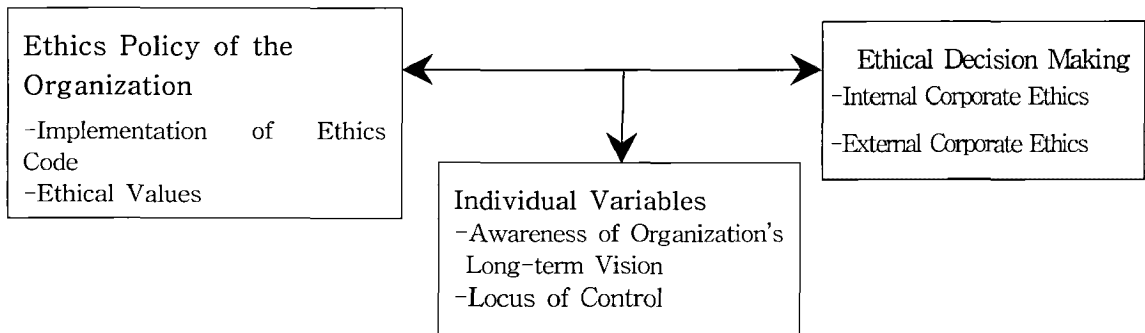
As such, this visibility is the greatest inducer of unethical behavior.

### 2.3.2.4 Sales Performance through Ethical Means

In making a case for the need for ethics among salespeople, if salespeople act unethically or do not possess the ability to take appropriate measures when faced with an ethical dilemma, losses could be incurred upon many sectors of society[17].

## 3. Design of Research Study

### 3.1 Model Representing Influence of Factors on Ethical Decision Making



### 3.2 Hypothesis Presented

#### 3.2.1. Hypothesis 1, 2

Various internal and external factors have an effect on ethical decision making processes. The members of a corporate could suggest some alternative after reviewing various alternatives in consideration of these factors. Trevino(1986)[14]. founded that decision making in corporate organization should be considered of a decision maker's ethical values and a situation with which the corporate faced. Environmental factors(cultural customs, competitions and practices in the

Differentiate the level of corporate ethics between external and internal corporate ethics. Internal corporate ethics are the ethics held by the members for the organization and reflect the values of the organization. Internal corporate ethics prioritize realization of corporate goals or profits and the compliance of employees in accordance with the needs of the organization. External corporate ethics are the ethics held by the members of the organization for the stockholders of the organization, the society at large, the government, and environment and reflect the level of ethical decision making within the organization. The following model illustrates the relationship between the factors mentioned above with the influences on ethical decision making.

industry, organizational culture and various conditions, top manager's values, and a situation with which the corporate faced) could be reflected on decision making(Hunt and Vitell, 1993)[4]. Accordingly, implementation of organization's ethics codes that members feel effects on ethical decision making. We set <hypothesis 1> and <hypothesis 2> on assumption that a ethical decision making would be reached according to a degree of member's awareness on the implementation of ethics code and a degree of awareness on the ethical values that organization pursues.

<Hypothesis 1> Members of organizations who feel that the organization exercises a

high level of ethics are more likely to have a higher degree of ethical decision making.

<Hypothesis 2> Members of organizations who feel that the organization pursues a high level of values are more likely to have a higher degree of ethical decision making.

### 3.2.2 Hypothesis 3, 4

Ethical decision making is a individual decision making intrinsically. Denison (1997)[2]. identified five factors that affected ethical decision making, namely, the awareness of the organization's long-term visions by the members of the organization, the development of learning capacity, teamwork and the transfer of authority, inter-departmental collaboration, and customer oriented changes. On the base of Denison's research, we set moderating variables, which are the awareness on organization's long-term vision as a individual factor and the locus of control as a level of self-control to some events, and we set <hypothesis 3> and <hypothesis 4> to verify moderating effects.

<Hypothesis 3> The long-term visions of the organization will affect the relationship between organizational variables and ethical decision making.

<Hypothesis 3-1> The long-term visions of an organization will affect the relationship between implementation of the code of ethics and ethical decision making. In other words, members of an organization who feel that the organization has long-term visions are more likely to have a higher degree of ethical decision making.

<Hypothesis 3-2> The long-term visions of an organization will affect the relationship between awareness of ethical values and ethical decision making. In other words, members of an organization who feel that the organization has long-term visions are more likely to have a higher degree of ethical

decision making.

<Hypothesis 4> Locus of control will affect the relationship between organizational variables and ethical decision making.

<Hypothesis 4-1> For internal locus of control, awareness levels of code of ethics implementation levels will affect ethical decision making.

<Hypothesis 4-2>For internal locus of control, awareness levels of ethical values will affect ethical decision making.

## 4. Evidentiary Analysis

### 4.1 Sample and Data Collection

The subject or sample for this study was limited to regular, full-time employees of corporations within the Seoul metropolitan region (n=211). The sample for the purposes of this study did not include temporary contractual workers as they may not have sufficient interest in ethical corporate decision making or ethical corporate behavior and thus could lower the accuracy of the study.

### 4.2 Definition of Variables

#### 4.2.1 Implementation of Ethics Code

The code of ethics represents the cognizance of a moral obligation by an organization and the effort to fulfill such obligations. The existence of a code of ethics and the perceived levels of enforcement by the members of the organization was examined.

#### 4.2.2 Ethical Values

The level of ethics pursued by the organization is evident through a reward and disciplinary system in regards to ethical issues and behavior within the company throughout the

full gamut of business activities. The perceived level of ethics by members of the organization was examined.

4.2.3 Awareness of Organization's Long-term Vision

How members of an organization view long-term goals and direction of the organization as well as their ability to adapt to the future was examined.

4.2.4 Locus of Control

In order to determine internal and external locus of control of the members of an organization (proportion of those who feel they are in control of results vs. those who feel outside forces control results), four provisions of Zahra were applied and examined.

4.2.5 Level of Ethical Decision Making

Ethical decision making levels for internal issues such as determination of worker welfare standards, establishment of business policies, participation in decision making processes, and relationships between management and labor were examined. In addition, ethical decision making levels for external issues such as relationships with the community, views of the community, and contributions to the community were examined.

4.3. Reliability and Validity Verification

4.3.1 Reliability Verification

Cronbach's alpha is a useful statistic for investigating the reliability verification. Alph factor is conventionally acceptable level of 0.6 and above in Social Science. The organization's ethics policies, the moderating variables, and ethical decision making are acceptable in reliability verification as followed <Table 1-3.>.

<Table 1> Reliability Verification of the Organization's Ethics Policies

Variable	Std. Coefficient
Degree of Enforcement of Ethics Code	0.8301
Ethical Values	0.8452

<Table 2> Reliability Verification of the Moderating Variables

Variable	Std. Coefficient
Awareness of Organization's Long-term Vision	0.6128
Locus of Control	0.6840

<Table 3> Reliability Verification of the Ethical Decision Making

Variable	Std. Coefficient
Internal Corporate Ethics	0.8975
External Corporate Ethics	0.7562

4.3.2 Validity Verification

The following table lists validation verification of variables that the eigenvalue of organization’s ethics policies were 2.8461, 2.8040, which mean to represent above 50% in total variance, and the eigenvalue of the

moderating variables were 4.7832, 3.7419, which mean to represent above 85% in total variance, and the eigenvalue of the ethical decision making were 4.7832, 3.7419, which mean to represent above 85% in total variance. Therefore, statistical validity was acknowledged.

<Table 4> Validity Verification of Organization’s Ethics Policies

variable		V1	V2	
Degree of Enforcement of Ethics Code (V1)		1.0000	0.2098	
Ethical Values (V2)		1.0000		
Factor Loading		factor 1	factor 2	
		0.8011	0.7631	
		0.7697	0.6742	
		0.6570	0.6452	
Variable	Variable Inflation	Eigenvalue	Condition Index	Variable Proportion
V1	2.0891	2.8461	1.6743	0.4035
V2	2.5620	1.8040	2.2156	0.2995

<Table 5> Validity Verification of Moderating Variables

variable		V1	V2	
Awareness of Organization’s Long-term Vision (V1)		1.0000	0.1540	
Locus of Control (V2)		1.0000		
Factor Loading		factor 1	factor 2	
		0.8562	0.7534	
		0.8006	0.6693	
		0.6352	0.5427	
Variable	Variable Inflation	Eigenvalue	Condition Index	Variable Proportion
V1	1.873	4.7832	2.6905	0.4857
V2	2.6732	3.7419	2.5627	0.4005



<Table 6> Validity Verification of Ethical Decision Making.

variable	V1	V2
Internal Corporate Ethics (V1)	1.000	0.3026
External Corporate Ethics (V2)		1.000
Factor Loading	factor 1	factor 2
	0.8763	0.7904
	0.6978	0.6602
	0.6001	0.5007

Variable	Variable Inflation	Eigenvalue	Condition Index	Variable Proportion
V1	2.8754	4.5219	3.3305	0.4743
V2	2.0782	3.3305	1.6734	0.3652

4.4. Hypothesis Testing

<Table 7> lists the correlation between the variables.

4.4.1 Analysis of Correlation between Variables

<Table 7> Correlation Levels between Variables

	Mean	St. D	Decision Making	Degree of Enforcement of Ethics Code	Ethical Values	Awareness of Organization's Long-term Vision	Locus of Control
Decision Making	3.553	0.671	-				
Degree of Enforcement of Ethics Code	3.542	0.720	0.184	-			
Ethical Values	3.433	0.596	0.176*	0.477	-		
Awareness of Organization's Long-term Vision	2.735	0.467	0.114	0.555	0.453	-	
Locus of Control	2,787	0.628	-0.189**	-0.188**	-0.178*	-0.163*	-

\* P<0.05 \*\*P<0.001 \*\*\*P<0.001

#### 4.4.2 Verification of Ethical Policy Factors

The following table lists the analysis of the hypothesis that when awareness of organizational variables such as ethical

values and implementation of the code of ethics increases, the levels of ethical decision making by members of the organization also increases.

<Table 8>Analysis of Influence of Organizational Variables on Ethical Decision Making

Category	Beta Value	Increase in R**	F value	Pro>F	Tolerance	VIF
Degree of nforcement of Ethics Code	0.4296	0.6334	15.3412	0.0022	0.7830	1.9834
Ethical Values	0.5638					

The hypothesis that organizational variables affect ethical decision making of members of the organization was tested with a significance level of 0.05. The increase of R\*\* was high with 63%, the F-value totaled 15.3412, and p-value totaled 0.0022 so that the hypothesis is selected. According to the analysis, the values pursued by the organization has a regression coefficient of 0.5638 on the level of awareness of ethics

among members of the organization and a regression coefficient of 0.4296 on the level of awareness of code of ethics implementation. Therefore, it is safe to surmise that organizational variables have a great impact on ethical decision making.

#### 4.4.3 Verification of the Effects of the Moderating Variable—Awareness of Organization's Long-term Vision

<Table 9> Testing the Affect of Awareness of Long-term Visions of Organization as an moderating Variable on Enforcement of Code of Ethics and Ethical Decision Making

Dependent Variable		Ethical Decision Making	
Control Variable	Gender	0.057	0.098
	Age	0.052	0.042
	Level of Education	-0.164	-0.098
	Position/Rank	0.090	0.165
	Length of Employment	-0.046	-0.055
Independent Variable	Enforcement Levels of Code of Ethics	0.4006	0.3895
	Awareness of Long-term Visions of Organization	0.4237	0.4547
Moderating Variable	High Levels of Implementation* Awareness		0.4577
R**		0.637	0.649
Δ**			0.012
F value		4.6825	8.563

In analyzing awareness of code of ethics implementation and ethical decision making with long-term visions of the organization as the moderating variable and a significance level of 0.0005, long-term visions of the organization affected ethical

decision making as an independent variable. In addition, when awareness of code of ethics implementation was also used as an independent variable, the effect on ethical decision making was significant so the hypothesis was selected.

<Table 10> Testing Long-term Visions of Organization as an moderating Variable on the Effect of Awareness of Ethical Values on Ethical Decision Making

Dependent Variable		Ethical Decision Making	
Control Variable	Gender	0.098	0.257
	Age	0.153	0.042
	Level of Education	-0.274	-0.083
	Position/Rank	0.057	0.089
	Length of Employment	-0.056	-0.056
Independent Variable	Awareness of Ethical Values	0.3967	0.3991
	Awareness of Long-term Visions of Organization	0.3978	0.3990
Moderating Variable	Ethical Values* Awareness		0.3976
R**		0.585	0.588
Δ**			0.003
F value		18.453	12.649

The awareness of ethical values as an independent variable affects ethical decision making. In addition, perception of long-term goals of the organization also showed significant impact on ethical decision making when tested as an independent variable. The effect of long-term visions of the organization as an moderating variable on

the relationship between ethical values and ethical decision making increased the R\*\* value by 0.003. As such, a statistical significance was acknowledged and the hypothesis was selected.

#### 4.4.4 Verification of the Effects of the adjustment (moderating) Variable—Internal Control

<Table 11> Testing of Internal Locus of Control as an moderating Variable in the Relationship between Awareness of Code of Ethics Implementation and Ethical Decision Making

Dependent Variable		Ethical Decision Making	
Control Variable	Gender	0.055	0.042
	Age	0.027	0.069
	Level of Education	-0.190	-0.108
	Position/Rank	0.175	0.053
	Length of Employment	0.034	0.057
Independent Variable	Enforcement Levels of Code of Ethics	0.3867	0.3895
	Internal	0.5931	0.5983
moderating Variable	High Levels of Implementation*		0.5265
	Internal		0.5265
R**		0.713	0.745
Δ**			0.032
F value		12.567	9.8672

In analyzing the effect of external locus of control as an moderating variable and the awareness of code of ethics implementation with a significance level of 0.05, population statistics were applied as control variables. The awareness of code of ethics implementation as an independent variable was shown to have an effect on ethical decision making. In addition, internal locus of control as

an independent variable also had a significant impact on ethical decision making. In terms of the effect of code of ethics implementation awareness on ethical decision making, internal locus of control as an moderating variable increased the R\*\* value from 0.713 to 0.745. Therefore, statistical significance was demonstrated and the hypothesis was selected.

<Table 12> Testing the Effect of Internal Locus of Control as an moderating Variable in the Relationship between Ethical Values and Ethical Decision Making

Dependent Variable		Ethical Decision Making	
Control Variable	Gender	0.073	0.066
	Age	0.209	0.211
	Level of Education	-0.042	-0.052
	Position/Rank	0.092	0.094
	Length of Employment	-0.093	-0.100
Independent Variable	Awareness of Ethical Values	0.3967	0.3995
	Internal	-0.375	-0.391
moderating Variable	Ethical Values* Internal		0.3258
R**		0.573	0.585
Δ**			0.012~
F value		24.761	19.469

Ethical Values as an independent variable affects ethical decision making. When internal locus of control is also added as an independent variable, a significant effect on ethical decision making is still evident. The effect of internal locus of control as an adjustment(moderating) variable on the relationship between ethical values and ethical decision making increased the R\*\* value by 0.012 so a statistical significance was acknowledged and the hypothesis was selected.

## 5. Conclusion

Ethical decision making is closely linked to corporate structure and culture, but it is also related to the different characteristics inherent in each individual. As such, this study analyzed whether the moderating variable of individual characteristics had a significant influence on ethical decision making which was carried out based on the ethics policies of the organization. After observing the effects of various adjustment moderating variables on ethical decision making, the following were observed.

The existence of a code of ethics and efforts to implement the code of ethics within the organization had a significant influence on ethical decision making. Likewise, the greater the perception of high values pursued by the organization, the greater the effect on ethical decision making. From such observations, we can conclude that individuals are more influenced from internal variables within the organization than from external variables. As such, it is essential that decision making processes

within organizations are transparent and the processes are shared with the members of the organization.

This study also analyzed the effect of personal characteristics as a moderating variables. The analysis concluded that individual characteristics such as a high level of awareness about long-term visions of the organization and internal locus of control are able to act as both independent variables and a moderating variables in ethical decision making. Individual variables utilized as control variables exhibited large differences on the level of ethical decision making. Such results indicate that specialized education & Training programs need to be established in order to elevate the level of ethical decision making in the future.

The results of this analysis indicate that in order to increase the level of ethical decision making, it is necessary to establish systematic measures inducing ethical decision making such as the provision of diverse incentives and penalties for the implementation of the code of ethics. In addition, it is necessary to raise awareness of the firm ethical values of the CEO.

Ethical decision making can be seen as the result of corporate culture.

As such, a wide range of environmental and individual factors have to be taken into consideration. In particular, it is critical to increase awareness of corporate ethics policies among the members of the organization.

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## Yong-Man Kwon



1985 : Kyung Hee Univ.  
Dept. Business  
Administration(BA)  
1991:Kyung Hee Univ.  
Graduate School Dept.  
Business Adm.(MBA)

2002 : Kyung Hee Univ. Graduate School  
Dept. Business Adm. (Ph.D)  
2008~: Professor, Namseoul Univ.  
Dept. Business Administration  
2001~02.2004:Senior researcher, Kyung Hee Univ.  
Social science Institute  
2004~02.2008: CEO, INA Consulting Co. Ltd.  
Research area : Change Management, OD,  
Business ethics  
E-Mail : [ymkwon@nsu.ac.kr](mailto:ymkwon@nsu.ac.kr)

# 기업의 윤리정책이 윤리적 의사결정에 미치는 영향에 관한 연구 - 개인특성의 조절효과를 중심으로

권용만

요약

본 연구는 기업의 윤리정책이 윤리적 의사결정에 행위에 미치는 영향에서 개인특성요인의 조절효과를 분석하는데 초점을 맞추었다. 연구의 대상은 서울 및 수도권에 근무하는 정규직 근로자(n=211)을 대상으로 하였으며, 연구모형을 설정하고 이를 통계적 절차에 의하여 검증하였다. 통계 분석에는 신뢰도와 타당도 분석, 상관분석, 분산분석 및 조절회귀분석(MRA)을 실시하였다. 본 연구의 분석결과로 첫째, 조직의 윤리강령이 있고 이를 실행하는 강도가 높을수록, 기업이 추구하는 가치가 높다고 구성원들이 인지하는 정도가 높을수록 윤리적 의사결정에 영향을 미치는 것으로 나타났다. 즉, 기업외적 윤리적 의사결정의 평가 요인보다 내부적 요인에 의해 직접적인 영향을 받고 있음을 것을 시사하며, 기업의 의사결정이 투명하게 이루어지고 이를 조직구성원들에게 인지토록 하는 것이 필요하다. 둘째, 본 연구에서 설정한 조직의 장기비전에 대하여 높은 인지와 내재적인 통제의 위치에 있는 구성원들이 기업의 윤리적 의사결정에 있어 독립변수의 역할을 수행할 뿐만 아니라 조절변수로서의 역할을 수행하고 있음을 알 수 있다. 또한 통제변수로 사용한 많은 변수간의 윤리적 의사결정수준의 차이가 있음을 알 수 있는데 이는 개인특성요인과 관련된 것으로 향후 높은 윤리적 의사결정의 실행을 위해서는 통제변수의 특성을 고려한 차별화된 교육의 실시가 요구된다.

주제어 : 윤리적 의사결정, 윤리적 윤리정책, 장기