

# The Impact of Business Ethics on Employee Engagement: Case Study from the Jordanian Social Security Corporation

<sup>1</sup>Khaled Mohammad Talal Banyhamdan, <sup>2</sup>Sakher Alnajdawi, <sup>3</sup>Rami Hanandeh, <sup>4</sup>Ruba Risheed Al-Ghalabi, <sup>5</sup>Amineh Khaddam

## **Abstract**

*The aim of this study is to investigate the impact of business ethics on employee engagement: an empirical study by the Jordanian Social Security Corporation. A simple random sampling technic was use on the target population by distributing 350 questionnaires, 302 questionnaires was valid to analysis. Summing up the results obtained, it has shown that there is a significant positive impact of business ethics on employee engagement. Employee engagement is influenced by business ethics, as business success is strongly influenced by ethics nowadays. The study reveals that the ethical implications of business are at a high level and are more complex than assumed, that ethical behavior brings significant employee output.*

**Keywords:** *Business ethics, employee engagement, Social Security Corporation-Jordan, Rules and Regulations, Competition, Self-interest.*

## **I. Introduction**

Recently, managers agree that more efficiency and productivity are required more than the past. Wherefore Corporations always strive to improve their performance continuously in a sustainable manner, to grant this desire and make it achievable, managers show their great support to improve their management skills and activities while facing several obstacles in a professional manner before rivals through implementing the methods that researchers, scholars, and consultants have supported throughout their provided methods Frank (B. et al. 2014).

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<sup>1</sup> Department of Human Recourse Management, Amman Arab University

<sup>2</sup> Department of Human Recourse Management, Amman Arab University

<sup>3</sup> Department of Human Recourse Management, Amman Arab University

<sup>4</sup> Department of Business Administration, Al-Balqa Applied University

<sup>5</sup> Department of Management Information System, Amman Arab University

Therefore, Many Studies proved that business ethics plays as a vital role in the way to impacts the degree of employee engagement in the workplace, While employee engagement is the key to influences most of the management facets that we know up to date (Tota K. & Shehu O, 2012).

Accordingly, Employees participation is based on their job satisfaction, workplace loyalty and corporate citizenship behavior (Gosh W. et al., 2011). number of scholars in recently years accepted the concepts such as Absolute Quality Management and Business Process Reengineering as a proposed approaches to plan, execute and monitor the process of change for the human resources.

Employee engagement is how employees feel passionate about their jobs, organizational commitment, and Make efforts at work (Kahn, 1990). According to Crane et al.,(2019) "*Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed.*". Overall, this study conducting to examine the Impact of Business Ethics on Employee Engagement in Jordanian Social Security Corporation.

## **II. Literature Review**

### **2.1 Business Ethics**

Business experts believe that ethics plays a critical role in companies because it tends to assess the potential outcome of short and long-term expenditure (Georgescu, 2012). According to (Gosh et al.,2011), Ethics is known as a set of moral beliefs and behaviors that prevent self-interest and encourage honest and realistic ways of generating business income. Robbins & Coulter,(1999) in his study added that Ethics is a set of principles and norms that regulate the actions of people, organizations, and help them decide what is the best things should done.

Ferrell and Gresham, (1985) defined human and interpersonal influences as complication and concluded that an ethical dilemma occurs in the cultural environment, they applied there concept to the nature of technical standards, corporate policies, incentives and fines in his contingency system. In general, marketing ethics theory has shown that interpretations of ethical problems and implications of ethical and teleological appraisal contribute to ethical judgement, and that purpose appears to impose a situational restraint on business ethics (OpeyemiOluwafisoye,2014)

Business organizations are like other organizations whose partners have common interests, values, formal and informal guidelines and procedures for tracking members conduct, punishing non-compliance and rewarding compliance with regulations (Johnson, 2004; Elango et al., 2010) .

Nonetheless, realizing that few human social systems work right, business ethics would also want to minimize breaches of the faulty economic system chosen, while still trying to maintain the creativity, efficiency and effectiveness of the process, (Mish and Scammon, 2010), (Maignan et al.,2011). Ethics may also tend to improve decision-making and may help to examine how morality impacts the ethical behavior of companies and

their workers. Respect of business ethics is associated with the moral and immoral conduct that is taking place in the corporate sector, the activities rely on the instilled values of the employees in the organization (Tota and Shehu, 2012).

According to Howard, (2011) companies always seek to obtain a competitive advantage through building a link with its customers, add that through employee engagement there is a great chance of obtaining that competitive advantage through the commitment and loyalty they add to their work output. Business climate improvements are taking place at a rapid pace, both in the company's internal and external operations. Upon analyzing the current business ethics literature, research can be divided into individual factors, interpersonal factors and external factors (OlatundeAkande, 2013).

## **2.2 Employee Engagement**

Employee engagement defined as a complex broad-based approach that integrates many well-researched ideas such as commitment, satisfaction, inspiration and extra-role actions (Frank B. et al. 2014). Although it can be defined as employee dedicated at work to fulfill the needs of the company, takes steps, strengthens and encourages the culture and values of the company (Macey, 2006).

Overall, employees are engaging in the action and interacting physically, cognitively and emotionally through performing daily tasks, so that the emotional aspect of employee engagement involves the opinions of employees about the organization, its leaders and working conditions, The emotional aspect is how employees feel about each of these three things and whether they feel positive or negative about the company and its members (Johmson & B. Elango 2010). The physical aspect of employee engagement involves the physical energy of employees to fulfill their duties (Khan,2013).

Engaged employees feel a deep dedication to their company (AL-Omari, G. et al., 2020). Moreover, unengaged employees are sleepwalking through their working days, taking time but not commitment or passion to their jobs and they don't have a productive relationship with their managers or colleagues (Johmson & B. Elango 2010). Employee commitment has most often been described as an emotional and intellectual contribution to the business or the amount of discretionary effort made by employees in their jobs (Baumruk et al., 2015).

The Corporate Leadership Council, (2004) described employee engagement as "*the extent to which employees contribute to something or someone in their company, how hard they work, and how long they continue as a result of that contribution.*". Employee engagement is a positive state in which corporate interest, involvement, passion, anticipation, concerted effort and energy among employees are connoted; engagement has attitudinal and behavioral components (Erickson, 2005). Engagement represents the emotional and intellectual commitment and progress made by workers in their business, engagement is the outcome of the emotional

experience of workers, which is characterized by behavior grouped into three categories: statements, stops and function (Hewitt, 2005).

According to Seijts and Crim, (2006) employee engagement means a person who is fully engaged and enthusiastic about his or her work. Employees concerned about the future of the company are willing to invest in financial efforts to ensure that the corporation succeeds. Employee engagement can be referred to as visual, emotional and behavioral. Cognitive engagement includes employee's perspectives to the company, leaders and the workplace environment (Erickson, 2005). The behavioral dimension is the value-added attribute determined by the amount of commitment taken by workers to work (Lockwood, 2007). The emotional aspect is how employees feel about their firms, leaders and colleagues.

Employee engagement was argued by Mone and London (2010) as *"the workers who are conscious, dedicated, motivated and encouraged and represent these feelings in their work experience."* This is why workers are interested and enthusiastic about the company and its ideals. The organization, through a two-way partnership, will strive to establish and promote the boss ' interaction with the staff. Employee involvement is also a barometer that measures an individual's commitment to the business (Baumruk et al., 2015).

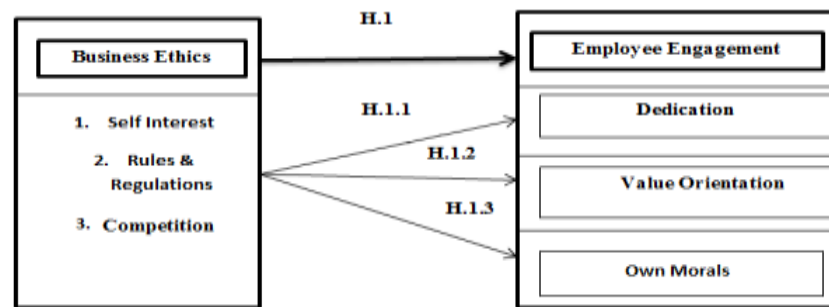
### **III. Research Model and Hypothesis**

H1: there is a statistically significant impact of Business ethics on employee engagement (dedication, value orientation, own morals) in the Jordanian Social Security Corporation.

H1.1: there is a statistically significant impact of Business ethics on dedication in the Jordanian Social Security Corporation.

H1.2: there is a statistically significant impact of Business ethics on value orientation in the Jordanian Social Security Corporation.

H1.3: there is a statistically significant impact of Business ethics on own morals in the Jordanian Social Security Corporation.



**Figure 1: Research Model**

## **IV. Methodology**

In this study, the researchers used a quantitative approach to investigate the relationships between independent and dependent variables (Bryman & Bell, 2007; Saunders et al., 2012). The researchers developed a structured questionnaire to collect data on each of the variables included in the proposed framework.

### **4.1 Sample and Data Collection**

A simple random sampling technic was employed on the target population by distributing (350) questionnaires by following (Kothari, 2008) recommendations, after distributing questionnaires on the employees at the Jordanian Social Security Corporation, the return was (310) questionnaires which meant that the rate of response was (88.5%), the valid response (302) questionnaires, the excluded questionnaires because of missing data (8).

### **4.2 Research Instrument**

The study uses a questionnaire as a tool for collecting data. Which are the more suitable tools for descriptive analytical approach, questionnaires items were built to achieve research objectives. With rating response to item according to the measure of the Likert scale, where respondents evaluated different statements about independent and dependent variables. A scale of 1-5 was used. The questionnaires were administered by the researcher to all the respondents. Therefore, the questionnaire contains (26) items to measure the relations and variables in this study.

1- Business Ethics items were formed based on (Frank B. et al. 2014), (Rothwell, G. R., & Baldwin, J. N., 2007), (Paul, K. 2004), (Sabrin, M. 2002) and (Statman, M. 2007) studies. The researcher asked the respondents by using a Likert 5 scale (5 = strongly agree; 1= strongly disagree).

2- Employee Engagement items were formed based on (Macey, W. H., & Schneider, B., 2008) and (Harter, J. K., Schmidt, F. L., & Hayes, T. L., 2002) studies. The researcher asked the HR respondents by using a Likert 5 scale (5 = strongly agree; 1= strongly disagree).

## V. Data Analyses

Explanatory factor analysis is carried out with a view to exploring the causes of business ethics and employee engagement. A reliability analysis was carried out after determining the considerations related to the variables. The Cronbach alpha was determined on the basis of both independent and dependent variables. Easy and multiple regression analyses are also done to assess the validity of the analysis mode.

**Table 1: Reliability & Factor Analysis for Business Ethics**

		<b>Fact or Loading</b>	<b>% Variance Explained</b>	<b>Cronba ch a</b>
Item No.	<b>Factor 1 : Self Interest (Mean=3,2328)</b>		<b>17,418</b>	<b>0,841</b>
1	The corporation takes its individuals considerations once decisions are being made.	0.601		
2	The corporations seek for its employees' best interest once a primary concern is rising.	0.747		
3	Employees in this corporation are concerned about the decisions made that serve the publics major interest.	0.711		
4	Coming up with efficient solutions for the faced problems are always put to concern.	0.669		
5	Employees in this corporation are very considerate about what is best for themselves.	0.724		
	<b>Factor 2: Rules and Relations (Mean=3,0829)</b>		<b>24,395</b>	<b>0,825</b>
6	All employees are expected to follow the corporation's rules and regulations.	0.916		
7	All employees are expected to follow the corporations code of conduct.	0.805		
8	The most successful employees in this company stick with the rules and regulations if the corporations.	0.717		
9	The corporation takes its employees considerations once inflexible rules and regulations are found rigid.	0.789		

	<b>Factor 3: Competition (Mean=3,0804)</b>		<b>19,067</b>	<b>0,777</b>
0	Employees in this corporation defend their own interest over other issues.	0.819		
1	Corporations assume that each staff has a high sense of distinction between what is right and what is wrong.	0.75		
2	The main priority is the welfare of everyone in the company.	0.688		
3	It's expected that each employee in this corporation knows what's right and what's wrong.	0.771		
	<b>KMO=0,868 / Chi-Square Bartlett's Test= 1,069E3 / P=0,000</b>		<b>60,881</b>	

**Table 2: Reliability & Factor Analysis for Employee Engagement**

Item No.		<b>Factor or Loading</b>	<b>% Variance Explained</b>	<b>Cronbach's alpha</b>
	<b>Factor 1 : Dedication (Mean=3,2328)</b>		<b>16,304</b>	<b>0,801</b>
4	I don't have sense of time while I am working.	0.601		
5	I find that there is a meaning and purpose of the work I perform.	0.801		
6	I am full of energy while I am performing my job.	0.768		
7	My job makes me feel enthusiastic.	0.789		
8	I really care about the fate of this corporation.	0.824		
	<b>Factor 2: Value Orientation (Mean=3,0829)</b>		<b>18,504</b>	<b>0,712</b>
9	Self-enhancement techniques are always followed in the corporation.	0.803		
2	The corporation allows the openness to added value change.	0.723		

1	2	I am recognized and praised for outstanding work outcomes.	0.6 79		
2	2	When proposing new ideas and expressing creativity in the corporation, they are taken in consideration.	0.7 61		
<b>Factor 3: Own Morals (Mean=3,0804)</b>				<b>27,801</b>	<b>0,777</b>
3	2	I feel respected in my workplace.	0.8 19		
4	2	A relationship of mutual respect is shared with my direct manager.	0.7 05		
5	2	My corporation cares about me.	0.6 88		
6	2	Morale is perceived highly in the corporation.	0.7 71		
<b>KMO=0,852 / Chi-Square Bartlett's Test= 832,589 / P=0,000</b>				<b>80,011</b>	

Accordingly, the pre-testing helped the researcher in removing any unclear questions and ensuring that the questionnaire measures what the research intended for (Hair et al. 2010). Based on table (1) and table (2) results, the researcher was found that the questionnaire is valid and reliable to test.

**Table 3: Multiple Regression Analysis Coefficients for Business Ethics and Employee Engagement.**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	0,797	0,199		4,007	,000		
Self-interest	0,482	0,061	0,499	7,961	,000	,742	1,348



Rules and Regulations	0.128	0.052	0.158	2.455	.015	0.708	0.413
Competition	0.118	0.055	0.131	2.164	.032	0.793	0.261

a. Dependent Variable: Employee Engagement

**H1: Business ethics impacts employee engagement in the Jordanian Social Security Corporation.** For all three business ethics considerations in the formula, it can be inferred from the tables above that the R value is 0.757 and the R square describes 53.1 per cent of the difference in employee engagement. In comparison, it should be remembered that all three variables in business ethics are important at  $p=0.05$  (Self Interest= 0.00, Rules and Regulations= 0.015, and Competition= 0.032). It can be argued that self-interest, rules and regulations and competition have an effect on employee engagement. Summing up all of these three variables demonstrates 53.1% of the variation in employee engagement.

**Table 4: Multiple Regression Analysis Coefficients for Business Ethics and Dedication.**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	0.789	0.225		3.505	.001		
Self-interest	0.652	0.069	0.596	9.516	.000	.742	.348
Rules and Regulations	0.117	0.059	0.127	1.981	.049	.708	.413
Competition	-0.020	0.062	-0.02	-0.325	.746	.793	.261

a. Dependent Variable: Dedication

**H1.1: Business ethics impacts dedication in the Jordanian Social Security Corporation.** Self-interest ( $p=0.000<0.05$ ) and rules and regulations ( $p=0.049<0.05$ ) have an effect on the engagement aspect of

workers. Own morality ( $p=0,746 < 0,05$ ) does not, however, affect commitment. R square points that describe self-interest, rules and regulations and self-morality to 43,3 per cent of the dedication variation.

**Table 5: Multiple Regression Analysis Coefficients for Business Ethics and Value Orientation.**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	1,003	0,247		3,406	,000		
Self-interest	0,386	0,075	0,362	5,131	,000	,742	,348
Rules and Regulations	0,064	0,065	0,094	1,3	,195	,708	,413
Competitiveness	0,197	0,068	0,199	2,9004	,004	,793	,261

a. Dependent Variable: Value Orientation

**H1.2: Business ethics impacts value orientation in the Jordanian Social Security Corporation.**

Self-interest ( $p=0.000 < 0,05$ ) and rules and regulations ( $p= 0,004 < 0,05$ ) have an effect on the meaning orientation of job participation. Nevertheless, the rules and regulations ( $p= 0,195 > 0,05$ ) do not influence the direction of the interest. R square points that describe the heterogeneity in value orientation through self-interest and own morality and competitiveness.

**Table 6. Multiple Regression Analysis Coefficients (a) for Business Ethics and Competition**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	0,5	0,3		1	0		

)	33	38		,576	.117		
Self-	0.3	0.1	0.27	3	0	0	1
interest	83	03	30,17	,724		.742	.348
Rules	0.2	0.0	0.15	2	0	0	1
and Regulations	01	69		,27	.024	.708	.413
Competiti	0.1	0.0		2	0	0	1
on	97	93		,12	.035	.793	.261

a. Dependent Variable: Competition

**H1.3: Business ethics impacts competition in the Jordanian Social Security Corporation.** Self-interest, rules and regulations and own morality have an effect on the economic aspect of jobs (Self-interest = 0,000, Rules and Regulations = 0,024, and Own Morality = 0,035). R square points that these three variables account for 22.2% of the market variance.

## VI. Results and Implications

The analysis of the thesis began with the analysis of the component in order to find out the relevant factors of the variables taking into account the suggested theoretical test model. Through the analysis it was found out that self-interest dimension of business ethics appears to be alike with studies of (Adiguzel, et al, 2019).

The laws and regulations of the second dimension containing a combination of laws and standard operating procedures, and a so-called legal and technical code, as it includes the elements of all rules and standard operating procedures, as well as legal and technical codes. Scholars such as (Baldwin & Rothwell, 2006) and (Wimbush et. al. 1997) have also defined these two types of corporate ethics, but prefer to mention the proportions. The basic dimension of business ethics is spiritual and does not feature in current literature.

Three variables of commitment, interest and competitiveness were crucial for the dependent variable of the model. This result is consistent with (Schaufeli, 2003) and (Bakker, 2009). As regression analyzes show, corporate ethics and employee engagement are interrelated. In analyzing the relationship between the two aspects, it is seen that the environment of self-interest in particular is more important for jobs than rules and regulations, and own moral.

Due to the fact that this is the only research possible to explore the effect of business ethics on employee engagement, no comparable analysis has been conducted.

## VII. Conclusion

At the bottom of the line, this study demonstrates the significant impact of business ethics on employee engagement. Research has shown that self-interest has a greater impact on employee engagement, especially in the

segment on commitment, stronger effect on business ethics with engagement rather than value focus and competitiveness.

The main reason that companies should have business ethics is, for the same reason of life, profit-making.

In addition, in the modern rapidly changing and competitive world, companies are expected to have a set of distinctive ethical standards and ideals in order to achieve an ethical business atmosphere. Corporations should also recognize the importance of employee engagement and should find ways to improve it effectively. Corporations follow an ethical business management style and continue to increase employee engagement would make it an effective next step in the long run.

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