Chapter 4

The Relationship Between Ethical Climate, Workplace Deviance, and Mindfulness:
A Theoretical Framework

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ABSTRACT

Development of postmodern organizational approaches in the knowledge-based business environment plays a major role on the gaining importance of knowledge-based talents and skills. Moreover, corporate governance-related progress impacts structures and implications of organizations. Enterprises must follow the rules required by the age and regard the innovations in order to maintain their assets and provide competitive advantage. For that reason, human-related innovations and practices are popular in the management area. In this perspective, ethics is one of the most significant issues in both business and social life. Enhancement of negative work outcomes triggers the efforts for the establishment of ethical climates. Increase of the workplace deviance of employees also influences the need of moderating variables in the relationship between ethical climates and deviance. This chapter mentions ethical climate, workplace deviance, and mindfulness. Moreover, relations between variables are discussed in reference to the literature.

INTRODUCTION

Due to the rapid development of the knowledge-based economy with the new capitalism, the knowledge-based skills that businesses have; started to constitute the basis for creating organizational success and sustainable competitive advantage (Spanos & Lioukas, 2001). As it is known, efficiency and effectiveness criteria generally determine the performance of the enterprise. While these criteria may consist of financial values, they may also consist of non-financial values (Kor & Mesko, 2013). As the current literature points out, it is emphasized that the main sources that increase the performance of the organizations are human resources and human-based skills (Luthans et al., 2004; Ambrosini & Bowman, 2009; Acquaah, 2012). If one of the most important sources determining performance is human talent or attitudes, this may be both an advantage and it may also appear as a disadvantage. Therefore, humanitarian attitudes or values can be constructive for an organization as well as they may lead to devastating consequences. In this chapter, we aim to make an assessment on variables that can lead to both negative and positive outputs, and to develop a theoretical framework to empirically test the proposed model. In this context, we have determined variables that are ethical climate, workplace deviant and mindfulness. As the theoretical background supports, it is proposed that there is a significant relationship between ethical climate dimensions and workplace deviant behavior and mindfulness positively moderates these relationships.

THEORETICAL BACKGROUND

Ethical Climate

The concept of ethical climate was first proposed by Victor and Cullen (1988). The ethical climate is the employee's perception of whether the norms, rules, principles, values, and beliefs that exist in the organization are ethical (Jaramillo, Mulki & Solomon, 2006: 272). In addition, it is the ethical climate that guides employees in their decision-making processes regarding acceptable and unacceptable behaviors (Ulrich et al., 2007; Huang, You & Tsai, 2012; Karagözlü, Özden & Yıldırım, 2014: 35).

Arnaud (2010) stated that most of the ethical climate related studies refers to the Victor and Cullen's (1987-1988) typology. While forming ethical climate dimensions, Victor and Cullen (1987-1988) used Kohlberg (1984) Theory of Cognitive Moral. Kohlberg (1984) defined ethical standards as; self-interest, caring and principle. Victor and Cullen (1987-1988) focused on these standards while explaining ethical climate theories. Victor and Cullen (1988) also stated that ethical climate relates

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