

EDLS320
Ethical and Responsible Leadership

Dimensions of ethical climate


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Dimensions of organizational ethics - 1:

Victor and Cullen (1988) have found that theoretically the ethical climate of the organization is based on three dimensions:

- 1) Egoism; maximising own benefits
- 2) Benevolence; helping other people
- 3) Principleness; behaviour is guided by rules and norms


(Victor ja Cullen. 1988. The Organizational Bases for Ethical Work Climates. *Administrative Science Quarterly*.)



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Dimensions of organizational ethics - 1:

	INDIVIDUAL LEVEL	LOCAL LEVEL	COMMUNAL LEVEL
EGOISM	Maximizing own benefits	Organization's benefit	General efficiency
BENEVOLENCE	Friendship	Team's benefit	Social responsibility
PRINCIPIENESS	Personal moral stance	Organizational rules and norms	Law and professional ethics



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Dimensions of organizational ethics - 2:

- An *ethical climate* in an organization means a common understanding in the organization of how people perceive and relate to ethical problems and ethical conduct.
- Victor and Cullen (1990) have located in their research six different types/ dimensions of ethical climate: **professionalism, caring, rules, utilitarianism, efficiency, and independence.**




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Study about organizational ethics – 2a:

Successful leaders were seen as strongly ethical leaders.

Those, who saw that their company possessed an ethics of care, also stated that there was a strong positive correlation between success and ethical behaviour.




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Study about organizational ethics – 2b:

Those, who saw that their company possessed a utilitarian ethics, also stated that there was a strong negative correlation between success and ethical behaviour.

Victor and Cullen (1990)



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