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Ethical climate fit, leader-member exchange and employee job outcomes

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ABSTRACT

The study sought to investigate whether the effects of an employee's fit or misfit with the ethical climate of an organisation is mitigated or exacerbated by the quality of the leader-member exchange experienced. The outcome variables looked at includes organisational commitment, job satisfaction and turnover intentions. Data was gathered from a total sample of 125 employees from three different non profit making organisations. Pearson Product Moment Correlations and moderated regressions were used to address the main research questions of the study. Despite, the implied theoretical link between ethical climate fit and leader member exchange, partly as a function of the constructs being centred on the notion of fit, and the role organisational leaders play in the formation of ethical climates, no significant moderation effects were found. Both variables were found to relate significantly to all job outcomes, but no combined effects of these variables on job outcomes were found. The findings of the study highlight a need for further empirical research on these concepts, and for the inquiring of existing theoretical propositions linking leaders to ethical climates.

Keywords: ethical climate fit, leader member exchange, organisational commitment, job satisfaction, turnover intentions.