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## Psychological Capital and Ethical Work Climate Effects on Employees' Service Behavior: Evidence from Iran

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### Abstract

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**Keywords:** *Work Engagement; Ethical Work Climate; Service Behavior; Psychological Capital.*

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## **Introduction**

Organizations are social systems which their livelihoods and survival depend on a strong solidarity and connection between their components and elements. Proper performance of staff leads to organizational efficiency and effectiveness. In addition to financial resources, utilizing a capable and committed human resources is one of the most important indicators of the success of an organization (Khoshouei & Bahrami, 2014). As Khannifar et al. (2009) claimed, nowadays, responding to and meeting the basic needs of employees is a priority because achieving organizational goals is contingent on meeting the legitimate needs of human resources.

Hafer and Martin (2006) argued that one of the key tasks of a manager is his ability to perceive, predict, and improve employee behavior and performance in the organization environment. From Rothbard and Patil's (2011) perspective, one of the most influential factors on employee performance and organizational success is employee engagement. According to the Gallup report in 2017, only 31 percent of US service workers were engaged in their jobs, resulting in annual productivity declines of \$ 550 billion (Kang & Busser, 2018). If employees feel that they are supported in their workplace and rewarded for their behavior and performance, an increase in the levels of work engagement among the employees is expected (Macey et al., 2009). Employees who have more work engagement are more likely to have a positive perceptions and attitudes of work experience (Saks, 2006). From the perspective of researchers (such as Karatepe & Karadas, 2015; Kang & Busser, 2018), work engagement of employees is influenced by psychological factors that influence work force through the organizational environment and according to surveys (such as Pan et al., 2017; Lau et al., 2017) ethical work climate and psychological capital are two psychological factors that strongly influence the performance and work engagement of work force.

Sowinski et al., (2008) indicated the need to examine the effects of service climate on the workplace, as according to Levin's field theory, people's behavior is a reaction to the psychological environment that is termed organizational climate in organizational research and as ethical work climate in ethical research (Montakhab Yeganeh et al., 2015). With knowledge of the relationship and impacts of the ethical climate within their organization, managers can understand human resource behaviors as

well as predict and manage the consequences of their organizational behaviors. A review of previous research indicates that ethical climate impacts on the health and psychological well-being of human resources (Martin & Kollen, 2006), employees' organizational commitment (Ambrose et al., 2008; Lau et al., 2017; Unal, 2012, Ghadiri et al., 2013; Montakhab Yegane et al., 2015; Paek et al., 2015), job performance (Karatepe & Nachche, 2012), job satisfaction (Park & Gursoy, 2012), reducing stress (Mulki et al., 2008), and decreasing job turnover (Stewart, 2011; Montakhab Yegane et al., 2015; Rahiminia & Nikkhah Farkhani, 2013).

At the same time as creating an appropriate ethical climate for employees, it is vital to understand how positive features such as psychological capital increase the level of work engagement. Cameron, and Spreitzer (2011) stated that people tend to thrive when positive factors are more emphasized.

Psychological capital is a very important estimator for understanding the importance of employee engagement (Karatepe, & Kardash, 2015). Recent research by Karatepe, and Avci (2017), Yun, and Kang (2018) and Kang and Busser (2018) have shown that psychological capital had a positive effect on job engagement and a negative effect on the tendency to quit. Alessandri et al., (2018) claimed that psychological capital has a direct impact on employees' job engagement, and thus, affects their job performance. The results of research by Pan et al., (2017) in China showed that psychological capital affects employees' job engagement, and Estiri et al., (2016) research in Iran showed that psychological capital affects Iranian employees' mental health. It is important to note that the psychological capital of employees and managers is both critical and affecting the overall performance of the organization. Walumbwa et al., (2010) found that psychological capital of managers influenced the subordinates' behavior and performance.

In spite of numerous research on work engagement, there are still gaps in the literature that should be addressed. Initially, there has been little research (e. g. Lee & Ok, 2015; Kang & Busser, 2018) investigating the effects of workplace ethical climate on employee engagement and most existing research examines service climate on customer-related factors such as satisfaction. Secondly, little research (Vigoda-Gadot, 2007; Gotsis, &

Kortezi, 2010; Lao et al., 2017) examined the impact of work engagement on employees' service behavior (including over-duty service behavior and service behavior in the duty framework).

Third, while there is little research about the relationships of psychological capital, engagement, and organization climate, as Youssef and Luthans (2011) have emphasized, it is important to examine the potential mediator role of employee engagement in addition to identifying and presenting the findings of the results. The consequences of work engagement will be addressed in the context of a comprehensive conceptual model presented in this research. Given the above research gaps, the present study attempted to address these gaps in a new model. The purpose of the present study was to: (a) understand the relationship between organizational ethical climate, psychological capital, work engagement and service behavior; (b) examine the mediating role of work engagement.

National Iranian Oil Products Distribution Company (NIOPDC) is one of the largest subsidiaries of the oil industry (With more than 7,000 employees and 10,000 workers). Unlike other subsidiaries of the oil industry which have a production nature, NIOPDC active in providing services to the people and It is responsible for supplying exclusive products (Petrol, Gasoline, Kerosene, Fuel oil, liquid gas, plane fuel) to major and small consumers. As the result, customer appreciation has been emphasized by the managers of this company, while the factors affecting customer appreciation are less considered. As a result, the study of service behavior and the factors affecting on it in such company that daily with major fuel consumers (companies, industries, mines, roads and urban development, etc.), component consumers (producers of poultry, agricultural implements, etc.), consumers of Vehicle fuel (Including gasoline, diesel, CNG) deals with its very important. On the other hand, due to the old structure (More than 100 years of experience) and its bureaucracy, the prevailing view is the operational view and human resources are less considered. Therefore, the aim of this study is investigating the effect of Psychological Capital and Ethical Work Climate on Employees' Service Behavior in NIOPDC

## **Theoretical Foundations of Research**

### **Psychological Capital**

The new psychological capital approach to achieve competitive

advantage is based on the fact that many of today's organizations do not recognize the true capacity of human resources. These organizations do not have a good understanding of the value of human resources and therefore do not invest in or effectively develop and manage them (Luthans, & Youssef, 2004). In general, psychological capital is a set of positive traits and abilities of individuals and organizations that can serve as a strong resource in the growth and development of the individual and the organization (Brandeth et al., 2011). Luthans et al., (2007) believed that psychological capital leads to the promotion of human and social capital in the organization by relying on positive psychological components. These components make sense of one's life in an interactive process and continue to strive for change in stressful situations, ensuring that he or she enters the scene of action and guarantees his or her resilience and tenacity in the pursuit of goals.

Psychological capital is a positive psychological state of individual development that can be identified by four indicators: 1) trust and reliance on self-care and efforts to achieve success and overcome challenging tasks, 2) optimism and positive thinking on current and future successes, 3) Trying and persevering in pursuit of goals and revising goals when needed to succeed, and 4) flexibility in facing problems and striving for success (Golparvar et al., 2013). The concepts, components, and characteristics of psychological capital are as described by Luthans et al. (2007).

- A) Self-efficacy: "The individual's firm belief in his or her ability to mobilize cognitive and motivational resources and the strategies needed to successfully perform specific tasks in certain situations."
- (B) Hope: "Hope is a positive motivational state based on a formerly activist sense of accomplishment: (1) dynamics (goal-directed energy) and (2) strategies (planning to achieve goals)."
- C) Optimism: "Optimism is the (descriptive) style of interpretation that attributes positive events to permanent, personal and pervasive causes, and negative things to external, temporary, and specific causes. It attributes positive events to external, temporal, and specific factors, and attributes negative events to internal, sustained, and pervasive personal factors."

D) Resilience: "It is a class of phenomena characterized by a pattern of positive adaptability in the context of significant problems and risks" (Panahi & Fatehizadeh, 2015).

Addressing psychological capital in the workplace is particularly important because of its positive impact on organizational performance. As Sharifi and Shahlabi (2015) argue, psychological capital will help maintain competitive advantage in organizations. On the other hand, knowledge production, exchange, and retention and the acquisition of knowledge management cycles depends on psychological capital and social capital components.

Jung and Yoon (2015) showed that employees with high levels of psychological capital were more satisfied with their job and more likely to assist other colleagues and supervisors. Also, Paek et al., (2015) in South Korea have shown that psychological capital has a positive impact on employees' work engagement and ethical behavior. Cheng et al., (2018) research on Chinese Airlines staff found that it affects employees' psychological capital engagement and work behavior. Moreover, according to research by Avey et al., (2010) and Limpanitgul et al., (2013) psychological capital is one of the factors affecting employees' service behavior.

The following hypothesis are in this regard.

H1: Psychological capital has a positive impact on employees' engagement.

H2: psychological capital has a positive impact on employees' service behavior.

### **Ethical work climate**

Organizational climate reflects the characteristics of sustainability that differentiate organizations and affect the behavior of the workforce (Yousefi et al., 1977). One type of organization climate is ethical work climate. Ethical work climate is defined as "a shared understanding of what is ethically correct and how ethical issues should be applied" (Yeganeh et al., 2015; Liao et al., 2017).

Ethical climate has been a determining factor in the formation of inter-organizational communication that has a significant impact on productivity. One of the main motivations for people's behavior in the organization is

their ethical attitudes and beliefs as it is expected that these values will have a significant impact on the organizational performance of individuals (Ghalavandi & Moradi, 2015). According to Sherill (2008), ethical work climate not only determines ethical decisions and the two ways of choosing and the outcomes of these choices, but also determines ethical criteria in evaluating, understanding and solving ethical issues.

According to Victor, and Cullen (1987), ethical work climate comprises five dimensions, including care (empathy), rules (set of accepted organizational processes and policies), codes (codes of ethics, and rules adopted by professional members of the system), independence (a set of moral and spiritual beliefs), and instrumentalism (strong reliance on individual interests). As part of the dominant organization climate, ethical work climate is formed by the founders and early leaders of the organization and is modified by subsequent members, especially managers and leaders who determine organizational rules and policies (Dickson et al., 2001).

This climate directly influences the behavior of forces and the overall performance of the organization, and on the one hand, reduces mobility and resistance to change and improves the performance of forces, with the end result being to increase and improve the efficiency and productivity of the organization and customer and society satisfaction (Yousefi et al., 1977). Organizations that place great importance on the expectations and desires of their customers tend to create an ethical climate to accelerate and ensure positive employee behavior with customers (Schneider et al., 1998). There has been some research examining the impact of organization climate on employee attitudes and behavior (Kang & Busser, 2018), but research on ethical work climate on work engagement is scarce. When employees' psychological needs are met, they tend to focus and devote time and energy to work engagement (Schneider et al., 1998; Kang & Busser, 2018). Baba et al., (2009) perceived employee climate organization affect employee performance and behavior.

As a result, the following hypothesis are raised.

H3: ethical work climate has a positive impact on employees' work engagement.

H4: ethical work climate has a positive impact on employees' service behavior.

### **Staff work engagement**

According to Yousefi et al. (1977), work engagement has recently entered organizational searches, and this variable or construct is an important factor in organizational research and literature (Mirkamali & Namdari Pejman, 2015). Work engagement is defined as “the individual's psychological attachment to their job” and is a characteristic of job motivation (Saeed et al., 2014). Increasing and improving job commitment and satisfaction, sense of engagement, productivity, reduction in absenteeism, and abandonment of work are the results of work engagement (Lambert & Pauline, 2014), while low engagement can lead to alienation toward the organization and job goals (Lambert & Paoline, 2013).

Happiness, high productivity, and energy efficiency are among the characteristics of employees with high work engagement. As a result, these forces are expected to show greater effort and performance than other employees' in achieving organizational goals (Yoosefi et al., 2019). According to Salari and Mazyari., (2016), psychological empowerment, the structure and organization of climate can influence the work engagement of forces. Liu and Young (2007) stated that employees' who have a positive experience of the service environment have positive emotional behaviors that lead to their motivation to provide quality services. According to Halbesleben, and Wheeler (2008) and Avey et al., (2010) work engagement is one of the important antecedents of service behavior. Consequently, the following hypothesis are raised.

H5: Employee work engagement has a direct impact on employees' service behavior (within the role and beyond the role).

### **Service behavior**

Bettencourt, and Brown (1997) defined service behavior as “explicit behavior, voice and attitude of staff when serving customers,” which can be divided into behaviors within and beyond roles. Service behavior in the context refers to employee behavior in accordance with the expectations of the makers and explicit and implicit rules in the workplace. Beyond duty service behavior refers to employees' discretionary behaviors in serving customers beyond formal role requirements (Tsaur, & Lin, 2004). For Farrell et al., (2001), service behavior is essential to future service relationships and is a symbol of organizational service quality. Alhelalat et

al., (2016) stated that employee behavior in the service sector is critical because of the unique customer-employee interactions. According to Karatepe, and Talebzadeh (2016), employees' job performance is reflected in their service behavior, so that, employees with high levels of work engagement can easily control and deliver higher quality service behavior (Cheng et al., 2018). Based on previous research and assumptions, the conceptual model of research is designed as follows.

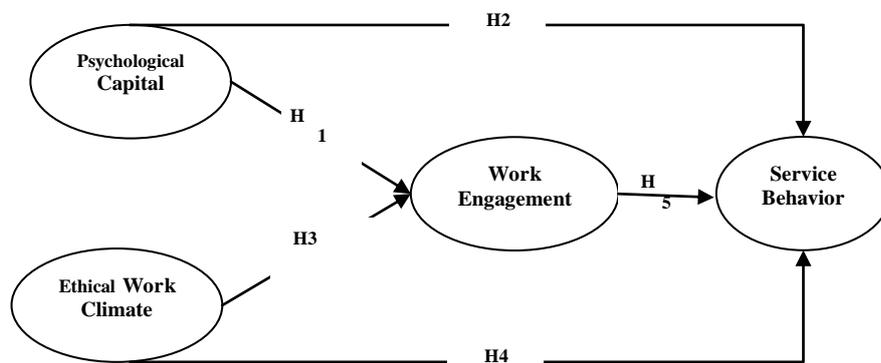


Figure 1. Research conceptual model

Summarize of literature review and related research are reflected in the table 1.

## Methodology

### Sampling and Data Collection

According to the purpose of the study, the statistical population included all employees of National Iranian Oil Products Distribution Company. According to the organizational structure of this company and its spread throughout Iran in 37 regions and in three classes (as first, second and third degree), cluster sampling method was used. First, among all the number of available clusters (each cluster one region) 3 were randomly selected (from each cluster one region as cluster) and 200 questionnaires were systematically randomly distributed to each selected cluster by the respondents and the required explanations were given to the respondents.

For this purpose, a total of 600 questionnaires (200 questionnaires per cluster) were distributed among the sample members. 397 useful and usable questionnaires were collected and returned (66% return rate). The majority of the sample members were men (87%). Members of the statistical population had bachelor's (51%) and master's (37%) degrees, respectively. Most members of the community had work experience ranging from 10 to 20 years.

**Table 1. Summarize of literature review**

Researchers	Year	Findings
Montakhab Yegane, Arshadi, & Nisi	2015	simple relationship between ethical climate, psychological well-being, organizational commitment, job stress and job turnover
Ghalavandi & Moradi	2015	negative relationship between Egoistic climate and organizational identification, positive relationship between egoistic climate and organizational silence
Limpanitgul, Jirotmontree, Robson, & Boonchoo	2013	psychological capital is one of employees' service behavior antecedence
Paek, Schuckert, Kim, & Lee	2015	work engagement partially mediates the effect of psychological capital on job satisfaction and affective organizational commitment
Cheng, Hong & Yang	2108	psychological capital affect engagement and work behavior of employees
Baba, Tourigny, Wang, & Liu	2009	climate organization affect employee performance and behavior
Kang & Busser	2018	psychological capital affect work engagement
Salari & Mazyari	2016	psychological capital and organization climate can influence the work engagement
Halbesleben, and Wheeler	2008	work engagement is one of the important antecedents of service behavior
Avey, Luthans & Youssef	2010	Employees' service behavior affected by work engagement
Chaurasia, & Shukla	2014	work engagement of employees has a direct impact on service behavior
Karatepe, & Talebzadeh	2016	Employees' job performance is reflected in their service behavior

### **Research Tools and Scales (Measurements)**

The questionnaire was designed based on previous research literature. The questionnaire consists of two parts, the demographic information and the main part with 37 questions, measuring the variables of the research (psychological capital, ethical work climate, work engagement and service behavior). Likert point scale was used (from 1 strongly disagree to 5 strongly agree).

Modified and reduced psychological capital scales consisting of 12 items was selected from Cheng, Hong, and Yang (2018) study with four dimensions i.e., self-esteem (three measures), optimism (two measures), hope (four measures) and resilience (three measures). Ethical work climate had four dimensions consisting of care (three measures), independence (three measures), codes and rules (two measures), tasks (two measures) with a total of 10 measures adopting from Lau et al., (2017) study. Work engagement was measured using the abstracted version of the Utrecht Work Engagement Scale (UWES) with 9 items including three dimensions adapted from the work of Schaufeli et al., (2002). Service behavior was measured by research based on Tsasser and Lin (2004) and Chang et al., (2018), including two dimensions of duty-based service behavior (three measures) and service behavior beyond the duty (three measures).

### **Data Analysis**

#### **Validity and Reliability**

The confirmatory factor analysis was used to refine scales and validate measurements. The results are presented in Table 2. Convergent validity measures the common variance between the scale and latent structures (Boley et al., 2018). According to Hair et al., (2011), convergent validity requires a significant factor coefficient larger than 0.5 for variables. The Chi-square ( $X^2$ ) = 1677.5,  $df$ = 584,  $X^2 / df$  = 2.87, RMSEA = 0.078, CFI = 0.93, GFI = 0.90, NFI= 0.90 were used to measure the model fitness. According to the results, the model fitness was satisfactory and all load factors were significant. The construct reliability (CR) was also in the acceptable range (0.6) (Fornell & Larcker, 1981). To test the convergent validity, the average variance extracted (AVE) for all constructs was calculated, with the results showing a validity of more than 0.5, which is acceptable as demonstrated by (Anderson & Gerbing, 1988). On the other hand, the Cronbach's alpha for all constructs was higher than 0.7, indicating the desirable reliability of measurements, as shown in Table 2.

**Table 2. Confirmatory factor analysis for measurement items**

Constructs	Items	Factor Loading	Cronbachs' $\alpha$	AVE	CR
Psychological Capital	Self-efficacy	0.87 0.85 0.72	0.92	0.66	0.85
	Hope	0.67 0.68 0.78 0.68	0.76	0.51	0.80
	Optimism	0.75 0.67	0.80	0.60	0.67
	Resilience	0.71 0.69 0.74	0.88	0.50	0.75
Ethical work climate	Caring	0.60 0.82 0.69	0.76	0.50	0.74
	Independent	0.68 0.78 0.68	0.70	0.51	0.75
	Law and Code	0.70 0.72	0.74	0.50	0.67
	Rules	0.79 0.63	0.71	0.51	0.67
Work Engagement	Vigor	0.70 0.66 0.66	0.79	0.50	0.74
	Dedication	0.76 0.69 0.65	0.75	0.50	0.74
	Absorption	0.68 0.76 0.69	0.71	0.50	0.75
Service Behavior	Role-prescribed	0.70 0.72 0.81	0.90	0.55	0.78
	Extra-role	0.69 0.75 0.71	0.71	0.51	0.76

Table 3 shows correlation coefficients, AVE and CR for all model structures. According to (Fornell & Larcker, 1981), when AVE values are higher than correlation coefficients, the divergent validity is confirmed, as indicated by our results.

**Table 3. Correlations, Squared correlations and AVE**

Constructs	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Self-efficacy	<b>0.66<sup>a</sup></b>	0.30 <sup>b</sup>	0.23 <sup>b</sup>	0.20 <sup>b</sup>	0.10 <sup>b</sup>	0.14 <sup>b</sup>	0.19 <sup>b</sup>	0.23 <sup>b</sup>	0.21 <sup>b</sup>	0.17 <sup>b</sup>	0.22 <sup>b</sup>	0.16 <sup>b</sup>	0.18 <sup>b</sup>
2. Hope	0.55	<b>0.60<sup>a</sup></b>	0.25 <sup>b</sup>	0.09 <sup>b</sup>	0.23 <sup>b</sup>	0.24 <sup>b</sup>	0.18 <sup>b</sup>	0.06 <sup>b</sup>	0.24 <sup>b</sup>	0.16 <sup>b</sup>	0.20 <sup>b</sup>	0.22 <sup>b</sup>	0.16 <sup>b</sup>
3. Optimism	0.48	0.50	<b>0.50<sup>a</sup></b>	0.11 <sup>b</sup>	0.14 <sup>b</sup>	0.21 <sup>b</sup>	0.14 <sup>b</sup>	0.11 <sup>b</sup>	0.13 <sup>b</sup>	0.18 <sup>b</sup>	0.21 <sup>b</sup>	0.09 <sup>b</sup>	0.23 <sup>b</sup>
4. Resilience	0.45	0.30	0.34	<b>0.51<sup>a</sup></b>	0.07 <sup>b</sup>	0.19 <sup>b</sup>	0.09 <sup>b</sup>	0.20 <sup>b</sup>	0.08 <sup>b</sup>	0.05 <sup>b</sup>	0.08 <sup>b</sup>	0.07 <sup>b</sup>	0.10 <sup>b</sup>
5. Caring	0.33	0.48	0.38	0.27	<b>0.51<sup>a</sup></b>	0.10 <sup>b</sup>	0.07 <sup>b</sup>	0.04 <sup>b</sup>	0.13 <sup>b</sup>	0.10 <sup>b</sup>	0.07 <sup>b</sup>	0.18 <sup>b</sup>	0.17 <sup>b</sup>
6. Independent	0.38	0.49	0.46	0.44	0.33	<b>0.50<sup>a</sup></b>	0.17 <sup>b</sup>	0.21 <sup>b</sup>	0.25 <sup>b</sup>	0.19 <sup>b</sup>	0.20 <sup>b</sup>	0.16 <sup>b</sup>	0.09 <sup>b</sup>
7. Law and Code	0.44	0.43	0.38	0.31	0.27	0.42	<b>0.51<sup>a</sup></b>	0.08 <sup>b</sup>	0.04 <sup>b</sup>	0.13 <sup>b</sup>	0.10 <sup>b</sup>	0.07 <sup>b</sup>	0.18 <sup>b</sup>
8. Rules	0.48	0.25	0.34	0.45	0.21	0.46	0.29	<b>0.50<sup>a</sup></b>	0.07 <sup>b</sup>	0.04 <sup>b</sup>	0.13 <sup>b</sup>	0.07 <sup>b</sup>	0.09 <sup>b</sup>
9. Vigor	0.46	0.49	0.37	0.29	0.37	0.50	0.21	0.28	<b>0.50<sup>a</sup></b>	0.21 <sup>b</sup>	0.24 <sup>b</sup>	0.16 <sup>b</sup>	0.21 <sup>b</sup>
10. Dedication	0.42	0.41	0.43	0.24	0.32	0.44	0.37	0.22	0.46	<b>0.50<sup>a</sup></b>	0.22 <sup>b</sup>	0.21 <sup>b</sup>	0.19 <sup>b</sup>
11. Absorption	0.47	0.45	0.46	0.29	0.28	0.45	0.32	0.26	0.49	0.47	<b>0.50<sup>a</sup></b>	0.24 <sup>b</sup>	0.22 <sup>b</sup>
12. Role-prescribed	0.40	0.47	0.30	0.27	0.43	0.41	0.28	0.24	0.41	0.46	0.49	<b>0.55<sup>a</sup></b>	0.20 <sup>b</sup>
13. Extra-role	0.43	0.41	0.48	0.32	0.42	0.30	0.43	0.30	0.46	0.44	0.47	0.45	<b>0.51<sup>a</sup></b>

<sup>a</sup> AVE is indicated on the diagonal line (**Bold**)

<sup>b</sup> Squared correlations are above the diagonal (*italic*)  
Correlations are below the diagonal

## Structural Model and Hypotheses Testing

According to (Anderson & Gerbing, 1988), structural equation modeling (SEM) is the best analysis method to verify the relationships between variables in multivariate structures; hence, the hypotheses were tested using SEM technique. The results are presented in Table 4, along with model fitness indicators.

**Table 4. Structural parameter of the study model**

Hypothesized path	Standardized coefficient	T-value	Results
H1: Psychological Capital – Work Engagement	0.20	3.15	supported
H2: Psychological Capital – Service Behavior	0.52	8.28	supported
H3: Ethical work climate – Work Engagement	0.22	3.21	supported
H4: Ethical work climate – Service Behavior	0.14	2.69	supported
H5: Work Engagement – Service Behavior	0.62	6.64	supported
Chi-square ( $\chi^2$ )=153.63, df=56, $\chi^2/df$ =2.74, RMSEA=0.077, GFI=0.91, CFI=0.95, NFI=0.91			
Note: Chi-Square ( $\chi^2$ ); df (Degrees of Freedom); Goodness of Fit Index (GFI); Comparative Fit Index (CFI); Normed Fit Index (NFI); Root Mean Square Error Approximation (RMSEA)			

According to the results, all hypotheses are approved. The results suggest that work engagement is influenced by psychological capital ( $\beta_1=0.20$ ,  $t = 3.15$ ), and therefore H1 is confirmed. Also, the impact of psychological capital on service behavior is depicted ( $\beta_2= 0.52$ ,  $t = 8.28$ ), and thus H2 is confirmed. Moreover, the results demonstrate that ethical work climate affects work engagement and therefore H3 are confirmed ( $\beta_3 = 0.22$ ,  $t = 3.21$ ). Also, the impact of ethical work climate on service behavior is confirmed ( $\beta_4 = 0.14$ ,  $t = 2.69$ ). Finally, the results exhibit that work engagement has a direct effect on service behavior ( $\beta_5=0.62$ ,  $t =6.64$ ) and therefore H5 are supported.

## Conclusions and Suggestions

The results showed that psychological capital had a positive and significant effect on employees' work engagement. This means that by

increasing the psychological capital and its four components, the work engagement of employees' increases. The results are in line with those of Karatepe and Karadas (2015), Yeh (2012), Chang et al., (2018), Lau et al., (2017). Xanthopoulos et al., (2008) claimed that self-esteem and resilience are individual resources that are crucial in the work engagement of forces. Employees with high self-esteem and resilience work harder to solve problems than others, exploring and experimenting with different ways to achieve goals because they are optimistic and energetic at work and are more involved in the work. The results indicated a positive and direct impact of psychological capital on employees' service behavior, which is in line with the research by Walumbwa et al., (2010), Chaurasia, and Shukla (2014), Jung and Yun (2015), Chang et al., (2018). This means that the psychological capital of the forces can increase and enhance motivation and endurance and promote and improve job performance. Employees with strong and rich psychological capital have greater confidence in performing difficult tasks and are optimistic in their ability to perform service behaviors. These people can solve problems with different approaches and thus have the ability to achieve the goals of the organization.

These results were in line with Yeh (2012), Chaurasia, and Shukla (2014), Chang et al., (2018) and showed that the work engagement of employees has a direct impact on service behavior. That is, employees with a higher work engagement are more likely to exhibit an eager and beyond-the-duty service to ensure that their service performance leads to quality service.

If the ethical climate in the organization is deployed and staff feel fully integrated, the likelihood of conflicting between individual principles and organizational expectations will be reduced and employees' activities will be greater (Smith & Hom, 2005). The result of Salanova et al.'s (2005) research showed that among other organizational factors, organization climate is an important factor in determining and predicting organizational behavior. Kung and Busser (2018) also found that the organization's climate has a direct and positive impact on employee engagement.

Hope, with its penetrating power, stimulate the activity system and empower people to show more effort and drive more employees into their work. Hope, on the other hand, enables the human being to overcome the challenges that he or she can easily face, and as a result, this adjustment can

increase the level of job satisfaction. Optimism refers to bias and positive outcomes are expected and these outcomes are considered to be general and internal fixed factors. As argued by Avey et al., (2008), there is a positive and significant relationship between optimism and staff improved performance.

Resilience is a positive adaptation in response to adverse conditions, but it is not merely passive resistance to harm or threatening conditions, but the active resilience and participation in the surrounding environment. As argued by Siu et al., (2009) also suggested that there is a significant relationship between resilience and organizational performance. As the psychological capital variable is expandable, the following suggestions are offered to managers of government agencies to enhance this capital:

(a) Flexible training and motivational classes at the level of organization managers to increase the level of psychological capital components among managers.

(b) Managers should encourage employees to engage in challenging tasks and function successfully in organizational activities to motivate them to pursue more difficult tasks in which managers are capable of step-by-step delegation of simple to difficult tasks to ensure that employees' can have the skills needed to perform all of their tasks.

(c) Managers should strive to keep the feedback process up to date, and employees should be aware of their successes in the organization and always feel efficient.

The results showed that the establishment of ethical climate in the workplace has organizational and individual consequences and consequently, the importance of ethical behavior of managers in times of challenge and guidance in this regard is important for managers.

If the managers of the organizations seek to succeed in the organization and survive in a competitive environment, it is imperative that they invest some of their capital (financial, human, knowledge, and time) on the establishment and development of ethical climate in the organization, and invest substantially in this regard. It should be noted that despite the investment, this climate will continue to be established if firm managers support a strong and ethical climate and prioritize their organizational goals. If managers want to create and maintain an ethical climate within their organization, they should clearly document and present policies, laws,

and practices, particularly those pertaining to the payment and reward system, and, by conducting training courses institutionalize ethical issues in the presence of all their forces so that they can benefit from ethical climate. The use of effective communication systems and continuous training is effective in creating an ethical climate for organizations. By establishing communication networks and groups within the internal communications system or in the cyberspace, organizations can inform employees of the organization's ethical policies and processes. Managers can also introduce role models and ethics to their employees', encourage them to behave as models, and even better, and provide incentives for doing so. Improving work engagement has a positive impact on increased commitment, efficiency, and sense of responsibility, and can lead to increased quality of service provided by the organization. As a result, managers need to plan and execute targeted planning to increase work engagement.

As a result, the following suggestions are provided for implementation by service managers:

1. Proper evaluation of staff performance and giving full information to the forces on the performance indicators;
2. Maintaining and enhancing motivation and creating a sense of healthy and productive competition among forces by rewarding and promoting job-related performance;
3. Increasing the quality of the relationship between staff and managers;
4. Organizing appropriate training programs to empower staff;
5. Describing the mission, goals, and objectives of the organization and prioritizing the activities of the organization according to each department and unit of work;
6. Defining the ethical charter and standards and informing all forces about it;
7. Conducting ethics management training courses and incorporating ethics in staff evaluation;
8. Emphasizing the observance and monitoring of the ethical behavior of other colleagues;
9. Establishing internal control mechanisms and systems within the organization.

It should be noted that the present study has some limitations. Firstly, this research was limited to the staff of the National Iranian Oil Products

Distribution Company, so it has little potential to extend to other companies and services. Secondly, the effects of factors such as hierarchy (expert, chief, deputy, and manager) and extent of service experience that can influence outcomes were not examined. Also, this study only NIOPDC ethical work climate and future researchers can evaluate and compare climates if other services companies in different culture. This study considered and quantified ethical work climate as a general variable, while future research can address how the dimensions of ethical work climate (including rules, care, codes, and independence) affect employee performance. Moreover, since Schneider et al., (2013) define the climate as the atmosphere of organizations, future research can examine the work environment at the organizational and individual levels using hierarchical linear modeling.

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