

## **Revisiting the Relationship between Organizational Ethical Climate and Job Satisfaction of Salespeople**

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Organizations are aware of the favorable effects of having a well-established ethical climate for a long-lasting and profitable business (Román and Ruiz 2005). While organizations' primary focus when developing their ethical climate is to make sure that no ethical misconducts/dilemmas occur, organizations are less likely aware that such climate is also beneficial for developing better workplace environment through its possible impact on other job-related factors, which are not directly associated with ethics. Ethical climate can spill over into other job related interpersonal relationships.

Salespeople are known to be out-of-sight and away from direct supervision (DeConinck 2011). This is why they are also said to be socially, psychologically and physically separated from their organizations and coworkers (Schwepker 2001). They are also under intense pressure to achieve sales objectives making them more disposed to conditions associated with ethical dilemmas (Weeks and Nantel 1992).

The ethical climate-job satisfaction relationship is well-established in the sales context (Jaramillo, Mulki, and Solomon 2006), and is in line with the notion that suggests ethical climate has favorable effects on different factors in the workplace. Past research has examined direct and indirect effects of ethical climate on job satisfaction of sales people (e.g., Mulki, Jaramillo, and Locander 2008). Examining additional mechanisms, which are not necessarily ethically related but are of great importance to the success of salespeople and organizations through which ethical climate influences job satisfaction, is important to the literature and can provide practitioners a better understanding on how ethical climate can affect organizational environment beyond what is examined in previous literature.

In sum, the purpose of this study is to test the indirect effects of ethical climate on job satisfaction through workplace isolation of colleagues as perceived by salespeople and salesperson's teamwork. The results found indicate that the positive effect of ethical climate on job satisfaction is mediated by teamwork and workplace isolation of colleagues. Furthermore, the findings indicate a negative effect of workplace isolation of colleagues on salesperson's teamwork, and higher levels of sales performance are associated with the increase in job satisfaction. The results found here show that ethical climate can help selling organizations in their development of better interpersonal work relationships and coworkers' relationship quality to increase job satisfaction of salespeople, which assures better sales performance.

*References Available upon request*