

Influence of Ethical Climate and Innovative Behavior of Administrators on Organizational Effectiveness

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Abstract

The primary objective of this study was to ascertain the major impact of administrators' ethical climate and innovative behavior on organizational effectiveness. The study used a correlational technique in a quantitative, non-experimental design. The responders were the 305 employees of Davao de Oro Province's Department of Public Works and Highways. The mean, Pearson-r, and regression were utilized to determine the study's findings. Additionally, questionnaires customized for ethical climate, innovative behavior, and organizational efficiency were used. The results indicate that the ethical climate is extremely high, the administrator's creative behavior is very strong, and the organizational development is overall very high. Further, the ethical climate is significantly correlated with organizational effectiveness. In the same way, innovative behavior has a significant relationship with organizational effectiveness. Meanwhile, in its singular capacity, the domain innovative behavior of administrators best influences organizational effectiveness. Moreover, ethical climate can influence organizational effectiveness but with the help of other variables. Likewise, this study has determined the importance of innovative behavior of administrators in achieving organizational effectiveness.

Keywords: *public administration, ethical climate, innovative behavior, organizational effectiveness, quantitative design, regression analysis, Philippines*

Introduction

Rationale

Problems on organizational effectiveness evolved when there is outcome accountability issue, disengagement of workers, low performance, underpowered workers, negative work environment, lack of technology, failure in leadership, negative work culture, employee turnover, and absence of strategic planning, structure, and design which lead to organizational failure (Vinitwatanakhun, 2015). In Iran, problems on organizational effectiveness are being experienced, which hamper the achievement of organizational goals. Workers encountered difficult environmental conditions, miscommunication between workers and management, and less support among employees (Dalvi & Kalantari, 2013). It was also found out in the Philippines that employee turnover among call center agents showed that 27 percent of employees leave their companies after six months to a year of service due to loss of productivity and incentives and work time problem which denotes ineffectiveness in the organization (Ilac & Salvosa, 2017).

Organizational effectiveness is critical because it enables the organization to accomplish its goals without depleting its means and resources or causing an undue burden on its members (Georgopolous & Tannenbaum, 2016). The study of Dler and Tawfik (2021) pointed out that organizational effectiveness has been observed to create an innovative culture in the organization, strengthen time management, maintain effective communication, and serve as a guide in decision making. This means attaining organizational goals (Dalanon, Diano, Belarmino, Hayama, Miyagi, & Matsuka, 2018).

Given the relevance of organizational effectiveness in this study, the researcher thoroughly assessed the literature and discovered that an ethical atmosphere and innovative behavior on administrators are connected with organizational effectiveness in several studies. Researchers (Newman, 2017; Peterson, 2012; Briggs, 2012) expressed that ethical climate influences organizational effectiveness. In particular, ethical climates promote prosocial behavior and organizational effectiveness. It appears that the former is more strongly related to organizational effectiveness than the latter. Further, Yuan and Woodman (2010) mentioned the

link of innovative behavior in achieving organizational effectiveness. Innovative conduct among employees is a critical asset that enables an organization to prosper in a changing environment. This concept is similar to the ideas of Federman (2006), as cited by Ashraf (2016) that ethical climate and innovative behavior of employees enable them to absorb resources and consequently achieve the aims of the organization.

Though existing studies correlate the study's variables as to the case of Cameron, Mora, Leutscher, and Calarco (2011), who examined the practices conducted in organizations to achieve effectiveness. Such a study was done in a foreign setting. The researcher has not come across a study correlating ethical climate and innovative behavior on organizational effectiveness in the department to which the researcher belongs. It is for this reason that the researcher took interest to examine if ethical climate and innovative behavior of administrators significantly influence organizational effectiveness; hence, making this study a generation of new knowledge that can give a specific contribution to the Department of Public Works and Highways for the improvement of work performance and productivity.

Research Objectives

The study's main purpose was to determine the significant influence of ethical climate and innovative behavior of administrators on the organizational effectiveness of the Department of Public Works and Highways. Specifically, it sought to achieve the following objectives:

1. To assess the level of ethical climate
2. To ascertain the level of innovative behavior of administrators
3. To find out the level of organizational effectiveness
4. To determine the significant relationship between ethical climate and innovative behavior of administrator on organizational effectiveness.
5. To identify which of the exogenous variables best influences organizational effectiveness.

Hypothesis

The following hypotheses were tested at a 0.05 level of significance:

1. There are no significant relationships between:
 - 1.1 ethical climate and organizational effectiveness, and
 - 1.2 innovative behavior and organizational effectiveness.
2. There is no significant influence between ethical climate, innovative behavior, and organizational effectiveness, both individual or aggregate capacity.

Review of Related Literature

The literature and related studies on the variables of this research are presented in this section. The different readings show the ideas, concepts, influences, and effects of ethical climate and innovative behavior of administrators on organizational effectiveness. Ethical climate considered these indicators: *caring, law and code, rules, instrumental and interdependence* (Kincaid, 2009) while the following indicators of innovative behavior are present: work discretion, time availability, management assistance, and rewards and reinforcement (Baumann, 2011). Further, *organizational effectiveness* as a dependent variable has the following indicators: *high performance, greater public accountability, and service quality* (Perez, 2002).

Ethical Climate

The ethical atmosphere establishes what constitutes acceptable behavior and how ethical issues should be treated inside the organization. As a result, it is critical to organizational life. It is a collection of common formal and informal ideas about procedures and policies that influence expected ethical behavior. Thus, it is critical for organizations to fully comprehend the adverse consequences of various types of ethical climates to avoid associated financial and socio-psychological costs and to rely on climates that, on the other hand, may increase employees' positive relationships with the organization and supportive behaviors (Teresi & Pietroni, 2016; Pagliaro, Lo Presti, Barattucci, Barreto, 2020).

Similarly, an ethical climate creates an environment conducive to ethical behavior and decision-making. As such, an ethical environment monitors behavioral parameters that assist individuals in determining what is acceptable within organizations instead of what is legally acceptable. This becomes important to

organizational life to communicate the company's core values both internally and externally, promoting identification with and dedication to the organization, and managing deviation (Ceschi, 2016; Shin, 2012). Alternatively, an ethical atmosphere promotes healthy workplace behaviors and, conversely, prevents deviant workplace behaviors (Newman, 2017). It was believed that ethical climates of relationship and self-interest can be beneficial. They are apt to believe that the former is more likely to support pro-organizational attitudes and behaviors, such as organizational commitment and employee citizenship, while discouraging negative tendencies such as turnover intentions (Teresi & Peitroni, 2016).

Caring is the first indicator of an ethical climate variable. This organization is concerned with its employees' well-being and provides assistance with career development and other opportunities. This ethical climate is founded on exceptional leadership, justice, and goodness. Employees can prosper in this ethical atmosphere since communication between subordinates and superiors is typically excellent. One disadvantage of a caring culture is that rules may be flouted to assist employees or friends (Lombrado, 2019). More precisely, an organization must foster a caring culture that fosters concern for and consideration of others (Naiyananont & Smuthranond, 2017).

Law and code are the second indicators of the ethical climate variable. When specific norms of conduct are followed, a law and code climate exists. This climate is governed by external laws, such as state or federal statutes. Conservative businesses typically develop this ethical climate out of fear of legal repercussions if they do not adhere to several standards. This type of climate can be indifferent to employee concerns and just concerned with particular codes (Martin & Cullen, 2006). This climate is maintained when strict norms of conduct are adhered to. It is predicated on external laws, such as actual government legislation. Conservative businesses typically develop this ethical climate because of fear of legal repercussions for not adhering to codes (Lambardo, 2021).

Rules are the third indicator of the ethical climate variable. This metric indicates how tightly employees comply with their organization's or subunit's rules and directives. The rules climate style places a premium on organizational policies and procedures. Employees are expected to adhere to corporate policies in the letter. These standards are communicated to employees and are expected to be followed (Lilly & Duffy, 2016). While rules assist assure consistent employee behavior, rule-bending still occurs in public enterprises. According to a study, rule-breaking is influenced by organizational structure and individual traits (DeHart-Davis 2007; Borry, 2017).

Additionally, the rules-based ethical atmosphere is concerned with adhering to the organization's rules, processes, and regulations. In contrast to a laws climate, which is determined by real external laws, a rules climate is determined by internal professional codes or regulations (Lambardo, 2021). The act of following regulations is clearly defined as the ethical thing to do in every business. Still, for others, the ethical thing to do may be to assist a client or to follow the spirit of a rule or law (O'Leary, 2017).

The fourth and last indicator for the variable of ethical climate is instrumental. The instrumental ethical atmosphere reflects how concerned employees are with their own self-interest. Employees in an instrumental climate are expected to do whatever it takes to advance the company's goals, regardless of the repercussions. Employees are willing to take risks for the organization's greater good (Hsieh & Wang, 2016).

Additionally, an instrumental climate is one in which personnel makes decisions solely for their own or the organization's benefit, disregarding ethical issues. Murphy and Free (2016) discovered that instrumental climate is connected with certain parts of the fraud triangle, including hostile work environments, social incentives, and pressures, as well as rationalizations that are predominantly directed toward others.

Interdependence is the fifth and final indicator for the ethical climate indicator. This is the final ethical epoch. This atmosphere type empowers employees to determine what is good and wrong for themselves; as a result, individuals are guided by their own personal ethics. Interdependence refers to the extent to which employees are required to act following their personal moral convictions (Shacklock, Manning, & Hort, 2011).

Additionally, Interdependence climate is based on Deutsch's (2011) theory of cooperation and competition, which postulates that how organizational members interpret their aims about others affects their interaction and, as a result, a range of significant outcomes (Johnson & Johnson, 2016). People view their goals as positively associated and mutually reinforcing in cooperative contexts; as a result, achieving one's own goals adds to the success of colleagues' goals. By contrast, in competitive work, goals are perceived as

antagonistic and mutually exclusive: achieving one's personal goals reduces the possibility of achieving colleagues' goals, and vice versa (Shafer, Poon, Tjosvold, 2013).

The literature elaborated the significance of maintaining a positive ethical climate to achieve an organization's success. This also showed instances in which organizations failed due to unethical conditions, as reflected in various studies. This reading is significant in this study as this was used to discuss the findings of the study. It also helps in determining the ethical climate variable and its construct.

Innovative Behavior of Administrator

Innovative behavior is the implementation of ideas in one's own tasks, units, or the whole organization by absorbing and accepting these products, services, procedures, and process-oriented ideas. It is a process started by describing the problem and presenting an idea, solution, analysis new or accepted before; sustained by supporting innovative ideas; ending up with the inverting the new idea to a concrete format or a new sample (Scott & Bruce (1994). Additionally, it was based on the introduction and application of novel ideas, products, processes, and procedures to a person's job function, work unit, or organization, which can be accomplished by a solitary organization's members or a group of members within the organization (Yuan & Marquardt, 2021).

Organizations may promote several forms of innovation, including product innovation, service innovation, and process innovation. What is more critical than innovation itself is the process by which creative ideas are generated. Human behavior research indicates that humans are motivated to explore and construct a creative environment when necessary, and an opportunity presents itself. As a result, they can adapt and innovate in a new and diversified setting (Chompukum, 2010). To summarize, these are founded on individuals' good ideas; hence, it is critical to understand the role individuals and their personal traits play in innovative ventures (Purc & Lagun, 2019).

As applied to work, De Jong and Den Hartog (2010) established the term "innovative behavior," proposing four components of innovative work behavior: opportunity exploration, idea production, championing, and application. It is stated that collaboration and teamwork result in the invention. An individual cannot create innovation on his or her own. Thus, it involved the entire work community and was widely regarded as critical to its effectiveness and success (Yuan & Woodman, 2010; Razmus & Laguna, 2018).

The first evidence of an administrator's innovative behavior is work discretion. Job discretion can be defined as the degree of freedom an employee has in planning, organizing, and carrying out their work, which typically includes the techniques and time of their work schedule. Employees with greater work discretion are more motivated, which results in increased well-being. Sufficient work discretion must be granted to employees in production areas that span volume, cost, and quality. This is because discretion in their work allows individuals to make important decisions about their own work, which results in increased effectiveness (Yaşlıoğlu, Temelli, & Aydinlik, 2017).

The second indicator for innovative behavior of administrators is *time availability*. The adaption and implementation of innovative policies of the companies and employees' innovative actions need to be taken action. To this, companies need to focus on allotting time for the organization's development as an innovative behavior with strategic values providing a competitive advantage and dynamic capability. Thus, enterprises and workers would have a valuable time eliminating problems, discovering new methods, generating new useful ideas, providing new goods and services, and implementing new management policies (Çalışkan, 2018; Scott, 2004).

It was further pointed out that time availability is essential in activating climate in the organization. The aim of this research is to examine the influence of innovativeness on organizational effectiveness. It was explored that the premise that time availability influences work orientation among employees is a factor in attaining effectiveness (Baskaran, Basiruddin, Rasid, Khalid, & Hong, 2018). It was highlighted that availability of time and resources is of critical importance to encourage entrepreneurial activities. According to Kreiser (2011), the availability of resources activates experimentation and exploration intentions among employees due to their pro-active and risk-taking behaviors. Employees perceive that they can engage in organizational activities if they are equipped with adequate resources and time. (Mohammad & Hossein, 2013).

Meanwhile, management support is the third indicator of an administrator's inventive activity. As previously stated, innovative conduct is motivated and encouraged by the organization's structure and culture. Our

discussion of organization and management support for innovation is consistent with the concept that successful support for innovation allows an individual to behave in a particular way and knowledge (Madrid, 2014; Porath, 2012). Additionally, Yi-Yu (2020) asserted that managerial support as a perceptual construct can assist organizations in achieving desired outcomes.

The final and fourth indicator of an administrator's inventive behavior is *rewards/reinforcement*. While several innovative organizations have promoted peer recognition, organized events, and built work structures that foster the development of relevant innovations, integrating intrinsic and extrinsic motivation remains difficult. Intrinsic motivation refers to an internal drive to perform, such as when the activity at hand appears to be gratifying and aligns with the individual's goals. Extrinsic motivation refers to extrinsic incentives to perform to obtain the desired outcome (Leavitt, 1994).

The preceding presentations and discussions of numerous pieces of literature aided in focusing attention on the ideas, concepts, and research about inventive behavior as one of the study's independent variables. Innovative conduct has been identified as a critical component of employee engagement and satisfaction. Additionally, readings aided in discussing the study's findings and served as a source of information for developing the instruments required for the study's conduct.

Organizational Effectiveness

The degree to which an organization accomplishes its objectives is referred to as its effectiveness. The notion is occasionally referred to as an organizational success. The terms organizational worth and success are frequently used interchangeably to refer to goal fulfillment. In this respect, it is a practical idea as opposed to a structural one. Effectiveness has always been conceptualized and operationalized in terms of production. Except for organizational productivity, virtually every metric employed as a criterion for organizational success is insufficient or unsatisfactory (Abston & Stout, 2016; van Vulpen, 2020).

Meanwhile, the concept of effectiveness is critical for comprehending organizational behavior. However, organizational effectiveness is a sophisticated, contentious, and difficult notion to grasp. To assess it, many models and theoretical techniques have been established. There are as many models of effectiveness as there are organizational models (Herman & Renz, 2017).

Effectiveness is arguably the most significant dependent variable in all organizational investigations. Practically all organizational theories incorporate the concept of effectiveness (Williams & Kindle, 1992). High performance is the first indication of organizational effectiveness used as a dependent variable in this study. In today's globally competitive environment, organizations must evaluate their objectives, such as unit cost, profit, and subjective performance, and develop appropriate strategies to achieve those objectives. A business process is a collection of operations to accomplish a shared aim based on well-defined organizational goals. These procedures contribute to the accomplishment of stated and unstated goals and objectives. Indicators and performance measurement were key components in transforming the mission or goal of a company into reality (Magretta & Stone, 2012; Kueng & Kawalek, 1997).

Additionally, any firm must strive for improved performance. Effective organizations operate like a well-designed, well-oiled machine; each component works in unison to fulfill the organization's objectives while wasting as little time and resources as possible. Organizational effectiveness is a current metric for assessing and guiding organizations toward their objectives. It is about the company's ability to produce the specified quantity of products and/or services, the efficiency of its processes, and the amount of waste generated (Itiguez, 2011). Greater public accountability is the second measure of organizational effectiveness. Businesses focused on effectiveness are concerned with output, sales, quality, value creation, innovation, and cost reduction. It quantifies a business's ability to fulfill its objectives or the way its outputs interact with the economic and social surroundings. It entails accepting public duty.

Typically, effectiveness is measured in terms of the organization's policy objectives or the degree to which an organization achieves its own objectives (Zheng, 2010). Public accountability is the buzzword that has engulfed the federal administration. Increased accountability will contribute to increased openness and transparency in a world afflicted by powerful interests of ranking and bureaucratization, increased access to impartial forums where abuses of authority can be confronted and adjudicated, extreme pressure and oversight that will encourage more ethical and acceptable behavior on the part of government servants, and a further improvement in the standard of government service (Dubnick & Frederickson, 2011).

Finally, service quality is the third determinant of organizational effectiveness. Five dimensions define service quality. Reliability refers to an organization's capacity to execute the promised service consistently and precisely. Responsiveness refers to an organization's eagerness to assist consumers and deliver prompt service. Assurance is defined as an employee's ability to inspire trust and confidence by their knowledge, civility, and ability to inspire others. Empathy refers to the firm's concern for and individual attention to its customers.

Meanwhile, tangibles include physical buildings, equipment, and the appearance of staff members (Gracia, Salanova, Grau, & Cifre, 2018). Researchers have defined service quality in a variety of ways. It is defined as the quality of exceeding or meeting the expectations and standards of customers (Berry, 2004). According to Brady and Cronin (2001), quality service should be viewed via the lens of the user, referring to fitness for use, and through the lens of manufacturing, referring to an adherence to specifications. Additionally, they recognized five approaches to service quality: product-based economics, transcendence philosophy; value-based operations management; production operations management; and user-based operations management, marketing, and economics.

The different pieces of literature on organizational effectiveness provide inputs and knowledge on using the right tools and strategies to achieve the goals of an organization. These also elaborate on how to use human resources, focus on the organization's growth, keep the welfare of employees in mind, work on quality services or products, and use technology to easily access the organization's mandates. These also gave a deeper understanding which helped the researcher discuss the study's results and construct the research instruments of the study.

Correlation between Measures

There are correlations between ethical environment and organizational effectiveness and its components, including work performance, employee happiness, leadership, and group dynamics, indicating the importance of ethical climate (Kaya & Baskaya, 2016). To achieve effectiveness in developing a desirable ethical work climate, businesses and workers must demonstrate organizational commitment and corporate citizenship behavior (DeConinck, 2010).

On the other hand, Cullen (2018) confirmed that an egoism-based ethical atmosphere has a detrimental influence on organizational effectiveness. Their pre-determined assumptions explain the research expectations and outcomes, namely that egoistic climates are detrimental to organizational success. In contrast, moral-ethical climates are beneficial to organizational performance for professional workers and nonprofessional workers.

Additionally, several studies have demonstrated a strong correlation between an ethical climate and organizational effectiveness. Brown and Leigh (2006) discovered that believing organizational climate to be stimulating and all-encompassing was positively associated with management performance assessments that focus on organizational effectiveness. Certain aspects of an ethical climate may be productive and beneficial to employee performance. Employees' opinions of the ethical climate and their own personal traits contribute to their motivations for business success, innovation, performance, and productivity (Oldham & Cummings, 2016).

Additionally, several studies on ethical climate indicate that climate affects employees' attitudes, approaches, and behaviors in organizational effectiveness, employee satisfaction, employee performance, employee intentions to leave work, organizational commitment, and their creative abilities. The concept of effectiveness should be analyzed from two distinct perspectives.

The first is task effectiveness, and the second is contextual effectiveness (Oldham & Cummings, 2016). The ethical atmosphere is associated with significant organizational outcomes, including organizational commitment, employee satisfaction with their positions, intention to leave, leadership, and organizational citizenship activities. However, research on efficacy, performance, and productivity has been minimal.

Additionally, ethical climate mediated the relationship between the charismatic leadership factors of environmental sensitivity/strategic vision and articulation, member sensitivity, and status quo, as well as one organizational effectiveness (Cullen, Parboteeah, & Victor, 2003; Schwepker, 2001; Ötken & Cenkci, 2012). Meanwhile, other studies indicate that innovative conduct can have an effect on an organization's effectiveness. De Jong and Hartog (2010) suggested four steps for measuring innovative behavior: discovery, idea-generating, idea advocacy, and concept execution.

Confirmatory factor analysis and hierarchical multi-level regression are used to assess the theoretical association between innovative working behaviors. Additionally, examining participative leadership, external work companions, and creative output revealed that the system has appropriate dependability and standard validity. Conflicts with coworkers and employee turnover have a beneficial effect on it. As indicated by assessments, fairness balances the relationship between inventive behaviors (Shih & Susanto, 2011). Malik, Ghafoor, and Naseer (2011) evaluated effectiveness in Pakistan from employee motivation and performance. Similarly, Khan, Rehman, and Fatima (2009) studied innovation as an outcome variable from a transformational leadership viewpoint.

The relationship between inventive behavior and organizational success and the putative mediation function of ethical climate in this relationship has remained unproven in the majority of published studies on innovation. To summarize, given that innovation is widely seen as a critical component in organizational success, it is critical to conduct empirical research on this relationship and the factors that may mediate it (Schillewaert, Ahearne, Frambach, & Moenaert, 2005).

The literature and readings mentioned in this study have a bearing on the present study. It emphasized organizational effectiveness can be achieved through the influence of a positive ethical climate and innovative behavior of administrators. The different ideas from various authors will also help in determining the research instrument of the study. They will strengthen the discussions of the findings of this study.

Theoretical Framework

This study is anchored on Hall's (1980) Goal Approach of Organizational Effectiveness Theory, which focused on how the organization realizes its goals. Its output concerns how to achieve the essential operating objectives like profit, innovation, and final product quality (Conaty & Robbins, 2018; Schermerhorn, Hunt, Osborn, & Osborn, 2004). In this study, administrators' ethical climate and innovative behavior were important factors in acquiring organizational effectiveness.

Another theory that supports the study is the System Resource Approach Theory of Cameron (1981), which explains that organizational effectiveness can be obtained through a good working climate and embracing innovation. The application will be effective if there is a clear connection between the resources received by an organization and the goods or services produced. According to Mullins (2015), this approach encourages managers to view the organization as a whole and a wider group component. The prevailing attitude is that every aspect of an organization's actions affects all other aspects.

Additionally, Hernes's (2014) Process Theory of Organization corroborates the findings of the current study. This focuses on the transformation process and examines the extent to which resources are formally used to provide services or generate things within an organization. By effectiveness, we imply that the organization is internally healthy and efficient, with well-oiled internal processes and procedures. There is no evidence of stress or strain in an effective company. Members are fully integrated into the system, which operates efficiently. The relationship between members is founded on trust, candor, and goodwill, all of which contribute to an organization's ethical climate (Schermerhorn, 1996).

Conceptual Framework

Three variables comprise the conceptual model for this study: two independent variables and one dependent variable. The ethical context and inventive conduct are the study's independent variables. The dependent variable, on the other hand, is organizational effectiveness.

As illustrated in Figure 1, one of the independent variables, ethical climate, has five indicators: caring, law and code, rules, instrumental, and independence (Kincaid, 2009). *Caring* refers to the harmonious relationship that is being manifested within the organization. *Law and code* means the disciplinary measures being implemented. *Rules* refers to the standards used in an organization. *Instrumental* means the resources that organizations acquire. *Independence* refers to the freedom given to members in participating in the activities of the organization.

Another independent variable in the study is innovative behavior, measured using four (4) indicators: work discretion, time availability, management assistance, and rewards and reinforcements. Work discretion refers to choosing when and how to accomplish specific activities or components of work. The term "time availability" refers to the state of being in the current moment. Management assistance is a term that refers to a technique that entails delivering pertinent information to managers as and when they require it and

assisting the manager in making decisions. The term "rewards/reinforcement" refers to the acknowledgment of one's efforts.

This study considers organizational effectiveness the dependent variable with three indicators: *high performance*, *greater accountability*, and *service quality*. *High performance* refers to the great output of works. *Greater public accountability* means the responsibility that organizations hold for the community they serve. *Service quality* means the delivered service which conforms to the client's expectations.

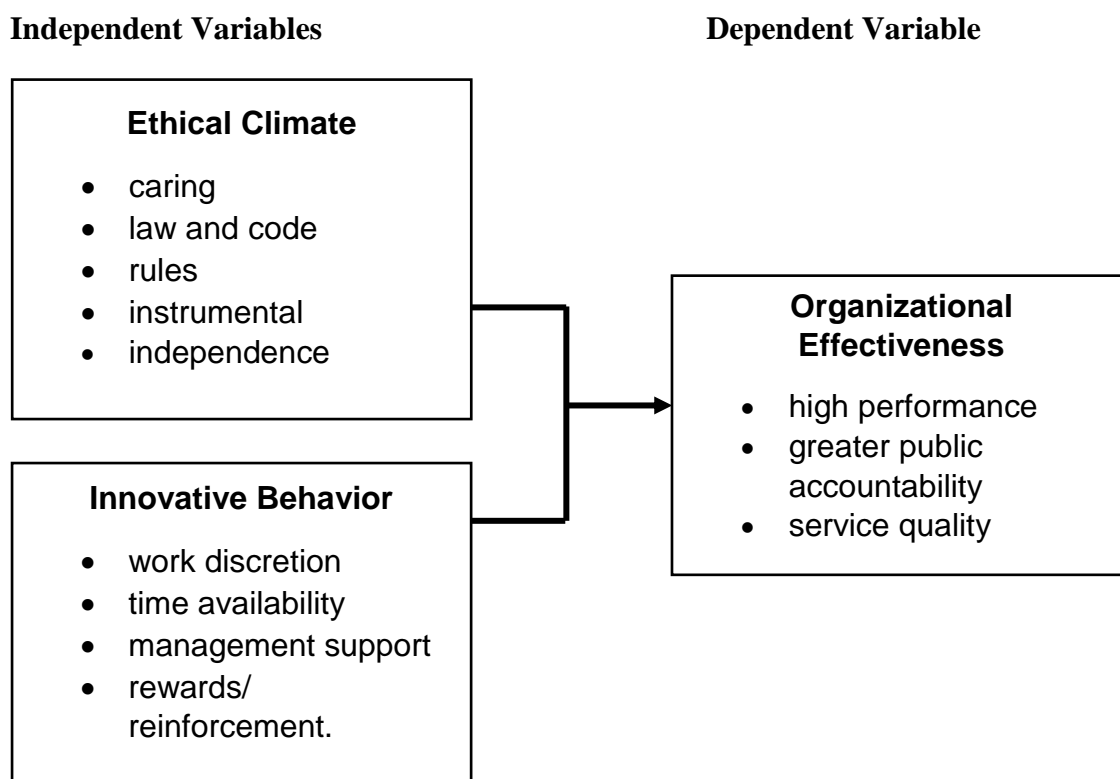


Figure 1. Conceptual Framework Showing the Variables

Significance of the Study

The study on the effect of ethical climate and innovative behaviors on organizational effectiveness demonstrates the importance of making effective, careful, and strategic use of all organizational resources, including human, fiscal, and technological resources, to create competitive edge organizations. In the social context, it fosters organizational sustainability and development. Members can benefit by making sound ethical judgments that produce positive outcomes (Dattagupta, 2012).

The findings of this study may be beneficial to the Department of Public Works and Highway employees, office heads, employees, and future researchers. The study's result will give the DPWH regarding organizational effectiveness as the basis of different initiatives, training, and programs that may help achieve organizational effectiveness. Also, it will serve as a guide in determining actions that may result in a positive ethical climate and enhance the administrator's innovative behavior in dealing with and leading the organization. Specifically, it will also benefit the office heads since they may acquire ample knowledge, ideas, and information on handling issues related to organizational effectiveness. Moreover, the findings of this study may also help employees maintain an ethical climate within the organization and identify the different factors that may help them achieve organizational effectiveness. Likewise, this study would serve as the springboard for future research on the related variables and related studies.

Definition of Terms

The terms below were operationally defined for clarity and a better understanding of the study.

Ethical Climate. The phrase relates to an organization's governance, principles, norms, and habits, reflected in care, law and code, rules, instrumentality, and independence.

Innovative Behavior. This term relates to implementing and adopting novel ideas, products, processes, and processes to a person's job function, work unit, or organization, as defined in this study by work discretion, time availability, management support, rewards, and reinforcement.

Organizational Effectiveness. This term relates to an organization's efficiency in meeting its objectives, demonstrated through maximum performance, increased public accountability, and service quality.

Method

This chapter details the research steps and methodologies that will be used in this study. It encompasses the research design, the research setting, the population and sample, the research instrument, the data collection techniques, the statistical treatment of data to be utilized, and the ethical implications.

Research Design

This study used a quantitative, non-experimental research approach, more precisely a correlational design, to collect data, thoughts, facts, and information about ethical climate, inventive behavior, and organizational effectiveness. The quantitative research process entails the collection and analysis of numerical data. It is useful for identifying patterns and averages, making forecasts, examining causal linkages, and generalizing conclusions to larger populations (Bhandari, 2021). Gehle (2013) clarified at another point that non-experimental research is utilized to collect data without making adjustments or applying treatments. The factors in this study will not be altered, and the setting will not be manipulated. The descriptive-correlation research design describes and analyzes what is, revealing both existing and non-existing circumstances and relationships. Additionally, a correlational methodology was employed to characterize, investigate, and explain the effect of an administrator's ethical climate and innovative conduct on organizational effectiveness. There are two independent factors and one dependent variable in this study. This research aimed to ascertain the relationship between ethical climate, inventive behavior, and organizational efficiency, making it a descriptive study. Additionally, it was non-experimental in nature, as the variables studied in this study, ethical climate, inventive behavior, and organizational success were examined in their natural settings, without being modified or altered in any way (Belli, 2008).

Additionally, regression analysis determines which dimensions of ethical atmosphere and inventive behavior substantially impact organizational effectiveness. The causal approach was used in this study since it was designed to ascertain the extent and character of cause-and-effect correlations between the study's variables. Additionally, this concentrates on examining a situation or a particular problem to explain the patterns of correlations between variables (Zikmund, Babbin, Griffin, 2012).

Research Locale

The study is conducted in one of the Provinces of the Davao Region, namely the Province of Davao de Oro. This is being considered the venue of the study since the researcher would like to find out within the locality where she belongs whether ethical climate and innovative behavior of administrator could significantly influence organizational effectiveness within the Department of Public Works and Highways.

Davao de Oro is one of the provinces in the Davao Region. The province is covered by 11 municipalities where the Department of Public Works and Highways offices are located. The department's different offices were considered a venue. Hence, the researcher conducted the study within the areas where the Department of Public Works and Highways operates within the province. The study venue is located in all the Department of Public Works and Highways Offices of Davao de Oro, both the First and the Second District of Davao de Oro, as shown in the map in Figure 2. This study was conducted from October 2020 to March 2021.



Figure 2. Map of the Philippines and Davao de Oro

Population and Sample

The respondents of this study were the 305 total personnel population of the Department of Public Works and Highways within the Province of Davao de Oro, composed of 201 male personnel and 104 female personnel from 11 municipalities. They were the subject of the questionnaire on Ethical Climate, Innovative behavior of Administrator and Organizational Effectiveness Questionnaire which they evaluated through survey questionnaires. This study employs simple random sampling techniques. The researcher randomly selects a subset of people from a population to study. Each individual is randomly selected, and every member of the population gets an equal opportunity to be included in the sample. Additionally, a subset of a statistical population in which each member is equally likely to be chosen via this technique (Davis, 2002). Thus, this study considers personnel working in the department in all the municipalities of Davao de Oro. Part of the consideration in identifying respondents includes that the DPWH personnel three years in the service and above served as respondents of the study. In addition, the administrators, managers, and middle managers in the department were included. They were the ones who fit respondents for the study to provide useful information to test the hypothesis of this study. Excluded groups are laborers, contractors, and suppliers. This study focuses on the personnel's perceptions based on their experiences in the survey given. Also, participants can withdraw from the research study at any time if they feel troubled or discomforted. If so, the participants should let the researcher know that they wish to withdraw. A participant may provide the researcher with the reason(s) for leaving the study but is not required to provide their reasons.

Research Instrument

Three (3) sections comprised the survey questionnaire that served as the study's instrument. The first section is based on Kincaid's Ethical Climate Questionnaire (2003). The survey questionnaire consisted of 25

questions. Each item was scored using a five-point Likert Scale ranging from Strongly Disagree to Strongly Agree. The original questionnaire was adapted to reflect the work environment. Experts confirmed the redesigned questionnaire with a mean rating of 4.10 or higher, and pilot testing was conducted with a Cronbach Alpha of .817 or Good. The following range of means was used to describe the level of ethical climate evaluated by the DPWH personnel.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	Ethical climate is always observed
3.40 – 4.19	High	Ethical climate is often observed.
2.60 – 3.39	Moderate	Ethical climate is sometimes observed.
1.80 – 2.59	Low	Ethical climate is seldom observed.
1.00 – 1.79	Very Low	Ethical climate is never observed.

The second part of the survey was the Innovative Behavior of Administrator Questionnaire, which pertained to the evaluation given by the personnel to their administrator's innovative behavior, which is being adapted from Baumann (2011). It had twenty items that assessed four constructs: job discretion, time availability, managerial assistance, and rewards/reinforcement. The original questionnaire was adapted to reflect the work environment. Each item was assigned a score on a five-point Likert Scale ranging from Strongly Disagree to Strongly Agree. As with the previous section, the amended questionnaire was validated by professionals and received a mean rating of 4.11 or high in pilot testing and a Cronbach Alpha of .815 or Good. The following range of means was used in describing the level of innovative behavior.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	Innovative behavior of administrators is always manifested.
3.40 – 4.19	High	Innovative behavior of administrators is often manifested.
2.60 – 3.39	Moderate	Innovative behavior of administrators is sometimes manifested.
1.80 – 2.59	Low	Innovative behavior of administrators is seldom manifested.
1.00 – 1.79	Very Low	Innovative behavior of administrators is never manifested.

Further, the third part is the Organizational Effectiveness Questionnaire which was adapted from Perez (2002). Additionally, the main questionnaire was updated to fit the work environment. Each item was assigned a score on a five-point Likert Scale ranging from Strongly Disagree to Strongly Agree. Like the two components, the updated questionnaire was validated by experts with a mean rating of 4.10 or higher

and pilot tested with a Cronbach Alpha of .817 or Good. The following range of means was used in describing the level of organizational effectiveness:

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	Organizational effectiveness is always observed.
3.40 – 4.19	High	Organizational effectiveness is often observed.
2.60 – 3.39	Moderate	Organizational effectiveness is sometimes observed.
1.80 – 2.59	Low	Organizational effectiveness is seldom observed.
1.00 – 1.79	Very Low	Organizational effectiveness is never observed.

To gather data needed in the study, the researcher contextualizes the content of every item of the adapted questionnaire into the current setting of the study. The overall mean rating of the questionnaires based on the validation given by experts is 4.00 or average.

Data Collection

The researcher underwent procedures in the conduct of data collection of the study. Initially, the researcher went through the title and outline defense process before constructing the instruments needed in the study. This was followed by validation of questionnaires by the panel of experts and pilot testing. In the same way, this study sought approval from the University of Mindanao Ethics and Research Committee. After that, the researcher secured a permission letter for the conduct of the study from the Dean of the Graduate school as proof that this research was officially acknowledged by the University of Mindanao, and this was sent to the Head Office of the Department of Public Works and Highways of Davao de Oro, and Municipal Offices. The letter's content was to ask permission to conduct a study on the influence of administrators' ethical climate and innovative behavior on organizational effectiveness in the Department of Public Works and Highways.

Upon approval, the Informed Consent Form (ICF) was given to the participants asking them permission to be part of the study. It cannot be denied that there was personnel who opted not to participate in the study. Nevertheless, the researcher personally administered the questionnaire to the study participants to ensure 100 percent retrieval. Then, a Certificate of Appearance was secured from the head of offices concerned to vouch that the researcher honestly collected the data from the study participants. Consequently, the data that were gathered were tallied, analyzed, and interpreted statistically.

Statistical Tools

The following statistical tools were used in interpreting the data that were gathered.

Mean. This was used to determine the level of ethical climate, innovative behavior, and organizational effectiveness, which addressed the first, second, and third research objectives.

Pearson r. This statistical tool was used to determine the significance of the relationship between ethical climate and organizational effectiveness and innovative behavior and organizational effectiveness.

Regression. This was used to determine the significant influence of ethical climate and innovative behavior of administrators on organizational effectiveness.

Ethical Considerations

This study aimed for a high-quality effect ensuring the integrity of all data gathered. Legislation of humans was obeyed, and data protection was observed. Thus the name and other data are optional. Respondents of the survey voluntarily filled-up questionnaires and ensured their rights and privacy were protected. Responses were strictly used for the study. This was to confirm that ethical considerations were being

considered in this research. Research papers may even be doomed to failure if this part is missing. Research ethics was mainly concerned with analyzing ethical issues raised when involved in research (Walton, 2016). To ensure integrity, quality, and transparency, this research was reviewed and undertaken following commonly agreed standards of good research practices.

Voluntary Participation. This research involved voluntary participation, ensuring that participants were willing to participate in the inquiry after being properly informed about the study's goal. Before opting to join, people were allowed to read information and clarify any questions they had. They were given sufficient time to consider their involvement.

Privacy and Confidentiality. Additionally, this study maintained and ensured the confidentiality and privacy of participant information. The researcher kept the study's records private to safeguard the rights and welfare of the study's participants.

Informed Consent Process. Additionally, the researcher submitted a Non-disclosure Agreement (NDA) to safeguard both parties' security and confidentiality. Further, this study underwent the informed consent process applying the principle of respect for the person, who may solicit consent, how and when it was done. This study was done with consent from the participants themselves to voluntarily signify their willingness to become a part of the study.

Recruitment. The study respondents were selected employees of the Department of Public Works and Highways, Davao de Oro, shown in the population and sample. Furthermore, the data collection procedure indicated how respondents are identified, how the researcher seeks approval, and how the questionnaire was administered and retrieved.

Risks. The researcher ensured that this research carries a low risk. The probability and severity of potential harms associated with involvement in the research are comparable to those experienced by participants in other elements of their daily lives. However, in this research, the researcher is at greater risk of danger from physical injury or physiological harm due to traveling to the many sites this research endeavor covers. To mitigate this, the researcher will assess the risks and decide on precautions such as health and safety and understanding other data gathering methods such as online survey submission.

Benefits. Additionally, this study established the investigator's or researcher's commitment to maximizing the benefits mentioned in the study's importance while reducing the potential of harm to the individual participants and/or society involved.

Plagiarism. Additionally, the researcher guaranteed that no evidence of misrepresenting another's work as his own existed. To ensure this, Turnitin software and/or a plagiarism detector were utilized.

Fabrication. Additionally, this research revealed no indication of deliberate misrepresentation of what was done, no fabrication of data and/or results, no willful presenting of inaccurate conclusions, and no disagreement with the relevant research among the information presented in the publication.

Falsification. Furthermore, no indication of willful misrepresentation of the work to match a model or theoretical expectation, as well as no evidence of overstating or exaggerating the results of this research, were discovered.

Conflict of Interest. Similarly, there was no indication of a conflict of interest (COI), as COI notification was required for this study. COI refers to a set of circumstances in which a professional's assessment of primary concern, such as the participant's welfare or the validity of the research, is swayed by a secondary interest, such as monetary or academic advantages or recognitions.

Deceit. In essence, this research does not employ deceit regarding the author's name, nature, and the genuine objective of the study. To deceive is to purposefully lead others astray. This is particularly crucial in experiments, when personal knowledge of the aims may alter participants' conduct; nevertheless, this was not the case in this study.

Permission from the Organization/Location. Notably, the researcher made sure that written permission was obtained from the organization in which the research was conducted or the location where the data have been collected and that when obtaining written permission, the person to speak with had the authority to grant the requested permission and that the activities were planned well in advance. Permission was granted in this study from the Head of Office of the Department of Public Works and Highways, who served as respondents.

Technology Issues. In this study, the use of google forms was done in gathering data of the study, provision of online panels, collection of data online, and how one views the information being communicated in an

online environment, are put in place and were made understandable to the participants before data collection was done.

Authorship. As the author of this research, the researcher made significant contributions to the concept and design, data acquisition, analysis and interpretation of data, drafting the article or critically revising it for important intellectual content, and finalizing the published version. Additionally, she provided a significant and novel addition to the research and agreed to accept responsibility for the manuscript's content. The author of this research publication contributes emotionally and physiologically to the scientific information, shaping it into an acceptable and understandable format.

Results

This chapter contains the study's data and an analysis of the findings. The following sections describe the level of ethical climate, the level of administrator innovation, the level of organizational effectiveness, the significance of the relationship between the levels of ethical climate and organizational effectiveness, the significance of the relationship between the levels of administrator innovation and organizational effectiveness, and the degree to which predictor variables influence organizational effectiveness.

Level of Ethical Climate

The study's primary purpose was to demonstrate the ethical climate employees encounter at the Department of Public Works and Highways. The ethical climate was evaluated on a range of dimensions, including compassion, law and code, rules, instrumentality, and independence.

The mean scores for the measures of ethical climate are presented in Table 1, with an overall mean of 4.35 classified as very high and a standard deviation of 0.306. The high level was ascribed to respondents' extremely high ratings for all variables. This indicates that respondents' responses to the ethical climate were consistently represented in the majority of cases through the elements of caring, law and code, rules, instrumentality, and independence.

The cited overall mean score was derived from computed mean scores of 4.38 or very high for law and code with a standard deviation of 0.378, 3.96 for caring with a standard deviation of 0.372, 4.36 for rules with a standard deviation

Table 1 Level of Ethical Climate

Items	SD	Mean	D.E.
Caring	0.372	4.37	Very High
Law and Code	0.378	4.38	Very High
Rules	0.379	4.33	Very High
Instrumental	0.386	4.36	Very High
Independence	0.410	4.32	Very High
Overall	0.306	4.35	Very High

of 0.386, 4.33 for rules with a standard deviation of 0.379, and 4.32 for independence with a standard deviation of 0.410, and 4.32 for independence with a standard deviation of 0.410.

The top three highest data from appended tables which were considered contributory to the level of the ethical climate of administrators were the item statements: in our workplace, employees follow standards, 4.41 with a standard deviation of 0.584; in our workplace, each person has ethics to guide him/her, 4.40 with a standard deviation of 4.40; and 4.39 for in our workplace, employee are following the legal and professional standards with a standard deviation of 0.552.

Level of Innovative Behavior of Administrator

The second objective, as shown in Table 2, was to describe the level of innovative behavior of administrator, which was measured through a survey questionnaire with the following indicators: *work discretion, time availability, management support, and rewards/ reinforcement*. The grand mean score of innovative behavior of administrator was computed based on the mean of all the indicators. Responses are presented from highest to lowest according to their mean value and standard deviation. Reflected in the table were the

data on the level of innovative behavior of administrators, which gathered an overall 4.36 or very high with a standard deviation of 0.354, which means that the item statements were always manifested by the employee-respondents. Results show that the item-statements work discretion has the highest mean of 4.40 or very high with a standard deviation of 0.405; time availability and management support have mean scores of 4.36 or very high with standard deviations of 0.374 and 0.392, respectively. The lowest is rewards/reinforcement has a mean rating of 4.31 or very high with a standard deviation of 0.533.

Table 2 Level of Innovative Behavior of Administrator

Items	SD	Mean	D.E.
Work Discretion	0.405	4.40	Very High
Time Availability	0.374	4.36	Very High
Management Support	0.392	4.36	Very High
Rewards/Reinforcement	0.533	4.31	Very High
Overall	0.354	4.36	Very High

Likewise, contributory to the very high rating of innovative behavior of administrator were the top three highest item statements from its appended tables to wit: the administrator basically is deciding how the jobs get done with a mean score of 4.60 and standard deviation of 0.560, the administrator is working with others to find time to solve long term problems with a mean score of 4.43 with a standard deviation of .570, and the administrator is working with time allocation has a mean score of 4.41 with a standard deviation of 0.555.

Level of Organizational Effectiveness

The level of organizational effectiveness regarding its three indicators is shown in Table 3, with an overall mean rating of 4.37 or described as *very high*. It could be viewed from the findings that the indicator with the highest mean ratings is *high performance* with a mean rating of 4.42 or *very high* with a standard deviation of 0.393. This was followed by greater public accountability with a mean score of 4.36 or very high with a standard deviation of 0.370. The lowest, though described as *very high*, is *service quality*, with a mean score of 4.34 with a standard deviation of 0.381.

Table 3 Level of Organizational Effectiveness

Items	SD	Mean	D.E.
High Performance	0.393	4.42	Very High
Greater Public Accountability	0.370	4.36	Very High
Service Quality	0.381	4.34	Very High
Overall	0.325	4.37	Very High

Meanwhile, the top three highest item-statements which were contributory to the very high level of organizational effectiveness are: our organization is resolving issues with conformity and compliance has a mean score of 4.58 or very high with a standard deviation of 0.563; our organization is giving proactive resources in updating all legislation has a mean score of 4.45 or very high with a standard deviation of 0.578; and our organization is aiming for quality and excellent services and output has a mean score of 4.42 or very high with a standard deviation of 0.557.

Significance of the Relationship between Levels of Ethical Climate and Organizational Effectiveness

The relationship between levels of ethical climate and levels of organizational effectiveness is presented in Table 4. The computed correlation between levels of ethical climate and levels of organizational effectiveness gained an overall r-value of 0.690 or *significant*. When indicators of ethical climate were correlated with overall organizational effectiveness, caring obtained an r-value of 0.498 or *significant*, law and code has an r-value of 0.453 or *significant*, rules has an r-value of 0.574 or *significant*, instrumental has an r-value of 0.596 or *significant*. Independence has an r-value of 0.524 or *significant*. All the indicators in

ethical climate have probability values that range from 0.000 or lower than the 0.05 alpha level of significance.

Table 4 Significance on the Relationship between Levels of Ethical Climate and Organizational Effectiveness

Ethical Climate	Organizational Effectiveness			Overall
	High Performance	Greater Public Accountability	Service Quality	
Caring	0.515* (0.000)	0.386* (0.000)	0.370* (0.000)	0.498* (0.000)
Law and Code	0.430* (0.000)	0.321* (0.000)	0.403* (0.000)	0.453* (0.000)
Rules	0.535* (0.000)	0.472* (0.000)	0.457* (0.000)	0.574* (0.000)
Instrumental	0.556* (0.000)	0.462* (0.000)	0.503* (0.000)	0.596* (0.000)
Independence	0.524* (0.000)	0.536* (0.000)	0.505* (0.000)	0.612* (0.000)
Overall	0.646* (0.000)	0.551* (0.000)	0.565* (0.000)	0.690* (0.000)

*Significant at 0.05 significance level.

On the other hand, indicators of organizational effectiveness were correlated to the overall ethical climate. It was revealed that high performance has an *r-value* of 0.646 or *significant*; greater public accountability has an *r-value* of 0.551, and service quality has an *r-value* of 0.565. All the indicators of organizational effectiveness is significantly related to ethical climate since it has the probability value of 0.000.

Significance of the Relationship between Levels of Innovative Behavior of Administrators and Organizational Effectiveness

The relationship between administrator levels of innovative behavior and levels of organizational effectiveness is presented in Table 5. The computed correlation between administrators' innovative behavior levels and organizational effectiveness levels gained an overall *r-value* of 0.801 or *significant*. When domains of innovative behavior of administrator were correlated with overall organizational effectiveness, work discretion obtained an *r-value* of 0.623 or *significant*, time availability has an *r-value* of 0.637 or *significant*, management support has an *r-value* of 0.684 or *significant*, and rewards/ reinforcement has an *r-value* of 0.707 or *significant*. Further, all the indicators in the innovative behavior of administrators have probability values of 0.000 or lower than the 0.05 alpha level of significance.

Table 5 Significance of the Relationship between Levels of Innovative Behavior of Administrator and Organizational Effectiveness

Ethical Climate	Organizational Effectiveness			Overall
	High Performance	Greater Public Accountability	Service Quality	
Caring	0.515* (0.000)	0.386* (0.000)	0.370* (0.000)	0.498* (0.000)
Law and Code	0.430* (0.000)	0.321* (0.000)	0.403* (0.000)	0.453* (0.000)
Rules	0.535* (0.000)	0.472* (0.000)	0.457* (0.000)	0.574* (0.000)
Instrumental	0.556* (0.000)	0.462* (0.000)	0.503* (0.000)	0.596* (0.000)
Independence	0.524* (0.000)	0.536* (0.000)	0.505* (0.000)	0.612* (0.000)
Overall	0.646* (0.000)	0.551* (0.000)	0.565* (0.000)	0.690* (0.000)

*Significant at 0.05 significance level.

On the other hand, domains of organizational effectiveness were correlated to the overall innovative behavior of administrators. It was revealed that the indicator *high performance* has an *r-value* of 0.703 or *significant*; greater public accountability has an *r-value* of 0.659, and service quality has an *r-value* of 0.683. All the indicators of organizational effectiveness are significantly related to the innovative behavior of administrators since it has the probability value of 0.000.

Extent of Influence of Predictor Variables on Organizational Effectiveness

Shown in Table 6 is the extent of predictor variables (ethical climate and innovative behavior of administrator) on organizational effectiveness through regression analysis. The findings indicate that the computed F-value of 286.958 is significantly less than the 0.05 criterion of significance. Thus, the administrator's ethical climate and innovative behavior significantly influence the teaching organizational effectiveness since the probability value is $p < 0.001$.

Table 6 The extent of Influence of Predictor Variables on Organizational Effectiveness

Organizational Effectiveness (Dependent Variables)				
Independent Variables	β (Standardized Coefficients)	B (Unstandardized Coefficients)	t	Sig.
Constant	.890	.158	5.623	.000

Ethical Climate (EC)		.183	.194	3.470	.001
Innovative Behavior of Administrator (IBA)		.660	.605	12.522	.000
-R		.809			
R²		.655			
F		286.958			
P		.000			

Further, the data also implies that among the predictors (ethical climate and innovative behavior of administrator) of organizational effectiveness, innovative behavior of administrator best influences organizational effectiveness with $t=12.522$ and probability value of 0.000.

Moreover, the data also reveals that the R^2 of 0.655 or 65.5% of ethical climate and innovative behavior of administrators were influenced by organizational effectiveness. The difference of 34.5 percent was influenced by other factors that are not included in this study.

Discussion

This chapter contains the study's discussion, conclusion, and recommendations. The discussions were organized around the study's research findings derived from the study's mentioned research objectives.

Ethical Climate

The overall level of *ethical climate* is *very high*, which means that *ethical climate* is manifested all the time. This further implies that employees follow the laws and ethical code, do their best for everyone, strictly obey policies, and understand that working substandard negatively affects the workplace. They are highly dedicated to doing their tasks as employees. These findings corroborate Teresi & Pietroni's (2016) assertion that respondents believe ethical climate plays a critical role in organizational existence. Individuals compared the effects of ethical climates on employee reactions using the social identity approach. The term "ethical work atmosphere" refers to a collection of shared formal and informal perceptions of procedures and rules that influence ethical behavior expectations.

Additionally, these findings corroborate the assertions of several authors (Ceschi, 2016; Newman, 2017; Teresi & Peitroni, 2016) that ethical climate is a reflection of behavioral guidelines that assist individuals in determining what is acceptable rather than sanctionable behavior within organizations. This includes the promotion of positive work behaviors and organizationally supportive attitudes and actions such as dedication and organizational citizenship, the prevention of deviant work behaviors, and the discouragement of negative inclinations such as turnover intentions.

Additionally, the study's findings reveal that employees rely on legislation derived from external sources, such as genuine state or federal laws. They foster this ethical climate out of fear of legal repercussions if they do not adhere to several codes (Martin & Cullen, 2006).

Innovative Behavior of Administrators

The overall level of *innovative behavior of administrators* is very high, which means that *innovative behavior of administrators* is manifested at all times. This further implies that employee-respondents perceived that their administrator has the freedom to decide for the organization, finds time to attend to every concern, considers innovation ideas from employees, and appreciates the initiatives that workers have done for the organization.

This parallels with the ideas of Scott and Bruce (1994) that administrators implement ideas in their own tasks, in units, or in the whole of the organization by absorbing and accepting these products, service, procedure, and process-oriented ideas. The process innovation starts by describing the problem, then

presenting an idea, solution, analysis new or accepted before; sustained by supporting innovative ideas; and ending with the inverting of the new idea to a concrete format or a new sample.

In a similar vein, the overall result corroborates the assertions of several authors (Chompukum, 2010; De Jong and Den Hartog, 2010; Yaşlıoğlu, Temelli, & Aydinlik, 2017) that respondents believe administrators are motivated to explore and establish a creative environment when necessary and when an opportunity presents itself, and that they are capable of adapting to and innovating in a diverse and changing environment. Administrators exhibited innovative work behaviors that included opportunity exploration, idea formulation, advocating, and application. Administrators exercise greater judgment in their work, are more driven, and contribute to improved well-being.

Organizational Effectiveness

The high degree of organizational effectiveness results from respondents giving the organization an extremely high rating on its measures, including excellent performance, increased public effectiveness, and service quality. These indications indicated an overall very high rating, which resulted from employees' extremely high ratings in all dimensions of organizational effectiveness, indicating that employees strive for quality and excellence. They have also observed that the organization they belong to is looking out for the welfare of the employees and always aiming for excellent outputs.

This is consistent with Kueng and Kawalek's (1997) assertion that employee-respondents are competitive, capable of evaluating their objectives such as performance, and developing appropriate strategies to achieve such objectives. They contribute to the accomplishment of stated and unstated goals and objectives. Indicators and performance measurement were key components in transforming the mission or goal of a company into reality (Magretta & Stone, 2012).

The conclusion is also consistent with Zheng's (2010) observation that organizational effectiveness measures an organization's ability to achieve its objectives or the way its outputs interact with the economic and social environment. It entails accepting public responsibility and determining the organization's policy objectives or the extent to which an organization achieves its own goals.

Significance of the Relationship between the Levels of Ethical Climate and Organizational Effectiveness

The correlation between the *levels of ethical climate and organizational effectiveness* showed a strong significant relationship. This implies that *ethical climate* is correlated with *organizational effectiveness*. It could be noted from the finding that ethical climate can definitely affect the organizational effectiveness of employees. This is consistent with Kaya and Baskaya's (2016) assertion that organizational effectiveness, job performance, employee satisfaction, leadership, and group dynamics clearly suggest its significance and significantly impact organizational effectiveness. Individual accountability, risk, warmth, managerial support, reward, standards, structure, conflict, and organizational identity all contribute significantly to the effectiveness of the company.

The finding is consistent with numerous writers' assertions (Brown & Leigh, 2006; (Oldham & Cummings, 2016) that organizational effectiveness is motivating and all-inclusive and is favorably connected with managerial evaluations of performance that deal with organizational outcomes. Employee impressions of the ethical atmosphere and organizational productivity influence their motivations for business success, creativity, performance, and productivity.

Additionally, Oldham and Cummings' (2016) ideas matched with the current study's findings, as they stated unequivocally that ethical climate affects employees' attitudes, approaches, and behaviors in areas such as organizational effectiveness, employee satisfaction, employee performance, employee intentions to quit work, and organizational commitment, as well as their capabilities. The concept of effectiveness should be analyzed from two distinct perspectives.

Significance of the Relationship between the Levels of Innovative Behavior and Organizational Effectiveness

The study's findings indicated a meaningful relationship between an administrator's level of innovative behavior and organizational effectiveness, rejecting the null hypothesis that there is no significant relationship between an administrator's level of innovative behavior and organizational effectiveness. This

finding corroborated several writers' assertions (De Jong & Den Hartog, 2010; Shih & Susanto, 2011) about the close relationship between innovative behavior and organizational effectiveness. They suggested four steps for evaluating innovative behavior: concept research, idea production, idea advocacy, and idea execution.

Confirmatory analyses and hierarchical multi-level regression are used to assess the theoretical association between innovative working behavior and organizational effectiveness. Fairness, as indicated by assessments, balances the relationship between creative actions and effectiveness. Additionally, the conclusion contradicts Schillewaert, Ahearne, Frambach, and Moenaert (2005), who stated that the relationship between inventive behavior and organizational efficiency has remained untested in most innovation research conducted. To summarize, given that innovation is widely seen as a critical component in organizational success, there is a need to empirically evaluate this link and the factors that may mediate it; thus, the research cited above established its correlation.

Extent of Influence of Predictor Variables on Organizational Effectiveness

A regression analysis was used to examine the effect of an administrator's ethical climate and innovative conduct on organizational effectiveness. The data demonstrated that the aggregate predictors have a sizable impact on organizational effectiveness. This affirms Schermerhorn, Hunt, Osborn, and Osborn's (2004) Goal Approach of Organizational Effectiveness, which focuses on the output to determine innovation and product quality, including effectiveness. To achieve effectiveness, Conaty and Robbins' (2018) pointed out a need to identify specific goals, and the people involved should feel committed to fulfilling them. This makes climate and innovative behavior work on effectiveness.

Further, the finding is also in conformance with Cameron's (1981) System Resource Approach, which explains that organizational effectiveness can be obtained through a good working, ethical climate and embracing innovation. The application will be effective if there is a clear connection between the resources received by an organization and the goods or services produced. Mullins (2015) stated that this approach encourages managers to view the organization as a whole and as a component of a wider group. The prevailing attitude is that every aspect of an organization's actions affects all other aspects.

Among the predictor variables, the innovative behavior of administrators significantly influences the organization. This implies that employees manifest very high organizational effectiveness as they do their best for everyone. Specifically, data revealed that the innovative behavior of an administrator in its singular capacity can significantly influence organizational effectiveness. However, ethical climate can also influence organizational practices but with the support of the other variables.

This suggests that organizational efficiency is critical for sustaining a high-level ethical climate and an administrator's inventive behavior. The Process Approach, which focuses on the transformation process and determining the extent to which resources are formally used to provide services or manufacture things, bolsters the study. By effectiveness, we imply that the organization is essentially healthy and efficient, with well-oiled internal processes and procedures. There is no evidence of stress or strain in an effective organization, and members are fully integrated into the system, which operates smoothly (Schermerhorn, 1996).

Conclusion

Based on the findings of this study, the overall level of ethical climate is very high due to the very high rating given by the respondents on all its indicators; the overall level of innovative behavior of administrator is very high and revealed that all its indicators showed very high results. In addition, the overall level of organizational effectiveness has overall very high results, and all its indicators showed very high results.

Further, the ethical climate is significantly correlated with organizational effectiveness. In the same way, innovative behavior has a significant relationship with organizational effectiveness. The findings confirm Hall's (1980) Goal Approach of Organizational Effectiveness Theory, which focused on how an organization realizes its goals, specifically pointing out the role of ethical climate in acquiring organizational effectiveness.

Meanwhile, in its singular capacity, the domain innovative behavior of administrators best influences organizational effectiveness. Moreover, ethical climate can influence organizational effectiveness but with the help of other variables. Likewise, this study has determined the importance of innovative behavior of

administrators in achieving organizational effectiveness. Employees need to implement innovation for them to achieve organizational effectiveness. At the same time, every office heads need to work on innovations for them to embrace change. With this, the present study's result has confirmed Cameron's (1981) System Resource Approach, which explains that organizational effectiveness can be obtained through a good working, ethical climate and embracing innovation.

Recommendations

The study revealed a very high level of ethical climate, innovative behavior of administrators, and organizational effectiveness. Although employees observed a very high level of the three variables mentioned, there is a need for employees to maintain and even strengthen the current situation to achieve all the organizational goals. As the study revealed that the lowest domain of ethical climate is independence, though still very high, there is a need for a head of offices to let every employee enjoy the freedom of speech and share their perspective on every decision in the organization. The very high level of innovative behavior of administrators indicates that employees observed their heads in doing initiatives for innovation. However, the domain rewards/reinforcement showed the lowest mean score, which meant the need to enhance the practice by implementing other activities that will boost employees' motivation and interest in doing their tasks, such as implementing a "Gawad Parangal Program" to recognize employees who have excellently perform their tasks. The very high level of organizational effectiveness showed that both administrators and employees are in harmony with the acquisition of organizational goals. Still, the need to upgrade and enhance service quality is in demand to achieve the organization's objectives.

Moreover, the study found a significant relationship between ethical climate and organizational effectiveness and innovative behavior of administrator and organizational effectiveness. Thus, the researcher recommends that employees and the administrator maintain and even strengthen their commitment and dedication to the organization to achieve greater accomplishments.

The result, which underscores its singular capacity, suggests that innovative administrator behavior significantly influences organizational effectiveness. Therefore, the researcher recommends that the Department of Public Works and Highways formulate programs that may further provide relevant information concerning the innovative behavior of administrators, which will serve as the basis to make intervention plans and strategies to improve their work performances and organizational outputs.

Subsequently, albeit the research finding shows a significant influence of ethical climate and innovative behavior of administrator on organizational effectiveness, the researcher still recommends that further research regarding the other factors associated with the ethical climate and innovative behavior of administrator may be conducted. Further, studies can also be conducted in other locations to validate the results of the present study.

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