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The Effect of Ethical Behavior Strategy on Job Voice, Work Ethics as an Interactive Variable: An Applied Study in the Basra South Oil Company

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Abstract

Ethical behavior and work ethics are among the topics that have received great attention in recent years because of their clear impact on business organizations, as these organizations have begun to work in a continuous movement to issue regulations and ethical codes to form and formulate their goals and principles in a way that frames the ethical responsibility of the organization as well as the extent of their impact on voice performance. career of these organizations

After the financial and profit aspect was the goal of business organizations, today they focus on ethical aspects. Rather, organizations seek to outperform competitors by using ethical standards and principles as a criterion for competition. They also determined their impact on the performance of the job voice of employees and the extent to which these standards are reflected in their individual and collective decisions and principles.

Therefore, the importance of the study aims to diagnose the extent of the impact of ethical behavior on job performance through work ethics in the South Oil Company / Basra.

The study is an applied study in the South Oil Company / Basra. The descriptive analytical statistical approach was adopted, and a questionnaire was prepared and distributed with the aim of testing the study hypotheses. Several questionnaires were distributed to the sample, and a strong direct relationship was found between the variables of the study.

One of the most important conclusions reached by the study is that ethical behavior greatly affects job performance, organizational atmosphere, improving relations between employees and senior management, and enhancing trust through adopting work ethics and effective behaviors.

Keywords: Ethical Behavior, Work Ethics, Job Voice.

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Introduction

Ethical behavior represents a set of standards that must be followed at work and in personal life. This behavior affects the performance of the job and can control the form and quality of the relationship between the person and his colleagues and customers in business organizations. Ethical behavior is also considered a basis for trust and respect among all individuals and the work team, as it leads to discipline. And dedication to work through business ethics, principles and specific values that represent legal standards, dealing honestly and honestly with employees, and preserving the positive legacy of the organization, as people who have strong work ethics often appear to be ideal employees because their motivation for success is high and leads them to achieve work goals, one goal after another. This is reflected in This depends on their functional voice performance and their willingness to work.

Therefore, the importance of the study came to enhance the impact of ethical behavior represented by business ethics and the extent of its impact on the performance of the job voice in business organizations. The method of personal interviews and questionnaire was also adopted on the company under study. A set of conclusions and recommendations were also identified, and the most important conclusion was that ethical behavior affects the performance of the job voice through ethics. Work is consistent with the employees' drive for innovation and improves the effectiveness and performance of the company under study. The most important recommendation is to develop individuals and increase their focus on work by adopting strong ethical standards and codes in the company and their reflection and activation by the employees.

Scientific Research Methodology and Previous Studies

Research Methodology

Methodology is one of the basic pillars on which scientific research is based. It is a set of specific steps that are followed to reach the results of testing the phenomenon under research, as well as being a method used in an organized manner to obtain the best possible solution to the problem at hand. In light of this, we present an overview of the steps that we follow in the scientific methodology for the research is as follows:

1. Research Problem

Work ethics strategies are covered with wide attention by many organizations alike. In order for management to ensure progress, success and continuity, the principles of those ethics must be applied. The voice of the employee is one of the crucial factors that needs to be considered. In today's workplace, the voice of the employee plays a growing role in managing any organization. Most organizations firmly believe that it's important to give employees the power so they can speak up and express their concerns without fear of repercussions. Considering what was said, the research problem can be demonstrated by referring to a number of questions as follows:

- Does the senior management in the organization under study have a clear perception of work ethics and the importance and cycle of achieving goals?
- What is the level of influence of the dimensions of the work ethics strategy on achieving the goal through job voice?
- Does the work ethics strategy contribute to achieving excellence through professional voice?
- Research Objectives
- The research aims to achieve the following:
- Knowing the theoretical frameworks and cognitive contributions to the study variables and clarifying its concepts.
- Diagnosing work ethics in the organization under research to determine the extent of its impact on employee voice.
- Analyzing the expected influence and correlation between the dimensions of work ethics and job voice.

Importance of Research

- The research's significance is demonstrated by the following points.
- Its intellectual contribution, which centers on modernity in suggestions for senior management's ethical behavior tactics and how those strategies affect employee voice, emphasizes the research's significance.
- Providing options through which leaders can be provided with updates and understanding of the organization's internal developments, and these can be about employee behaviors.
- Identifying training needs, upskilling and reskilling, and highlighting changes in the workforce, team dynamics and customer expectations that occur regularly through Voice of the Job (VOE).

Data Collection Methods and Measurement Tools

- In order to achieve the research objectives, the data collection process relied on the following:
- The theoretical aspect: Arabic and foreign books, university theses and dissertations, international magazines and the Internet were used to enrich the research as much as possible of what was written on the subject.
- **Field Aspect:** The questionnaire (Appendix 2) was adopted as a basis for collecting data from the individuals in the research sample, which was prepared by the researcher based on the scientific facts mentioned in the business administration literature and the responses of the sample members to their views related to the research variables. The answers and their levels were distributed according to a five-point Likert scale and were conducted. It must undergo the validity and reliability tests described in Chapter Three (the practical aspect) until it is ready to begin applying the stages of appropriate statistical analysis.

2. Statistical Methods Used vs. Scientific Reteach

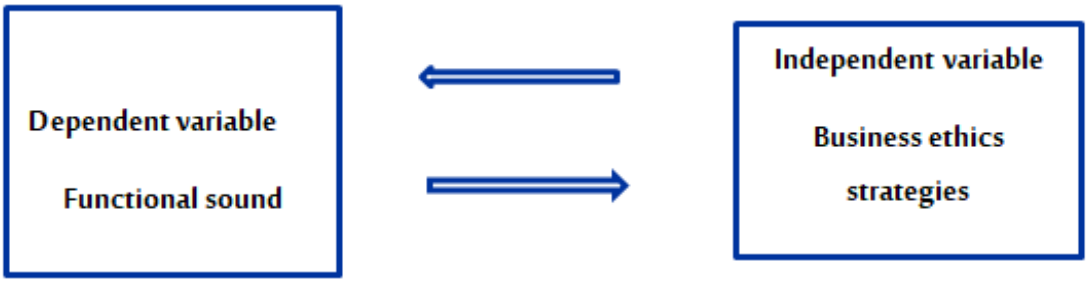
A number of statistical methods were used in the analysis based on the main hypothesis, as follows:

Descriptive statistics for variables to determine the importance of the main and sub-variables, such as the arithmetic mean (mean) and standard deviation (std). The correlation matrix (Pearson simple correlation coefficients) was used in order to identify the direction and strength of the relationship between the variables.

3. Hypothetical Research Model

The hypothetical outline of the research represents an illustrative form between the relationship between the research variables, which are represented in work ethics strategies as an independent variable, and job voice as a dependent variable.

Figure (1) Hypothetical outline of the research (source prepared by the researcher based on the literature.



4. Hypothetical Research Model

The research hypothesis was determined based on what was stated in the problem, and the hypothetical outline of the research, and the research is based on the main hypothesis that states, (There is a statistically significant correlation and influence between the variable of work ethics strategies and job voice at a level of 0.05).

5. Limitations of the Study Limitations of the Research Study

Cognitive Limits: The cognitive limits of research fall within the framework of strategy and its impact on functional voice.

Human Limits: It included all executive managers and workers in the researched organization.

Spatial Boundaries: These are the limits of (Basra Oil Company) for the possibility of obtaining the data and information necessary for this research.

Previous Studies

Preparation

The researcher reviews studies related to the current study to identify the most important objectives and results reached by these studies. The following is a review of those studies.

6. Arabic Studies

Daheman Study

This study aimed to establish that management ethics is one of the foundations of success because it reflects the organization's confidence in its employees and agencies, as well as the confidence of the community in which it

operates. The general problem of the subject is limited to identifying the public employee's ethics and the extent of the impact of management ethics on his employment process, since management ethics seeks to control professional behavior. And the personality that a public employee should have, looking for the extent of his discipline and the requirements of exercising the public job, as well as the degree of his understanding of their professional duties within the framework of professional ethics. The most important conclusion of this study: moving to remedial methods in imposing the disciplinary system after the occurrence of an ethical violation, to preventive methods in choosing Managers, training and awareness. Moving from the belief that management and business ethics is a subjective and personal issue that cannot be taught or trained on to it being an administrative issue related to the culture and values of the organization: Moving from unwritten ethical codes to written ethical codes.

AL_daragy Study

This study showed that commitment to ethical principles and behavior, whether at the individual level in the job or in a specific profession or business organization, is of great importance to various segments of society, as this strengthens commitment to the principles of correct and honest work, and prevents any organization from seeing its interests through a narrow perspective that does not understand There are no specific criteria embodied in financial considerations that bring benefits in the short term, but they certainly have a negative impact in the long term. The most important result the study reached is that the administrative work ethics of department managers are at a high level and have a broad interest in ethics.

7. Foreign Studies

(Roman, 2003) Study

The impact of ethical sales behavior on customer satisfaction, trust and loyalty to the company : an empirical study in the financial services industry

This study aimed to identify the impact of ethical behavior on customer satisfaction and loyalty. This study is one of the experimental studies conducted in the financial services industry sector. The study concluded with a number of results, the most notable of which are: The marketing communications carried out by salesmen need them to possess ethics, as Consumers realize that the ethical behavior of sales and marketing people contributes to developing relationships with customers. It also showed that the ethical behavior of sellers leads to increased confidence in the services provided and thus achieving customer satisfaction, which is reflected in loyalty to the services provided by the organization.

- The study conducted by Management and Economics at the University of Waikato in New Zealand 2004 (UWMS SBN) for companies of various sizes, small, medium and large.

It aimed to identify the extent of these companies' commitment to work and environmental ethics. The study reached a set of results, the most important of which was that the majority of companies had provided time and money to projects in the local community in which they operated, and that more than two-thirds of the companies' contributions went to charitable work. The study also showed that three-quarters of companies were interested in training employees, while at the same time providing assistance to employees in completing their studies. Finally, the study showed that companies rely on diversity in their hiring decisions by 57%.

Ethical Behavior Strategy

Through this study, we will discuss and focus on the basic concepts through which we will discover the concept of ethical behavior strategy (work ethics for senior management), but before talking about the ethical behavior strategy, we should know some meanings and linguistic terms to benefit from it in understanding work ethics, so we will know the strategy and then We know we know ethical behavior in preparation for talking about the ethical behavior strategy (work ethics for senior management)

The Strategy

Strategy is defined as: defining the basic long-term goals of the organization, adopting courses of action, and allocating the necessary resources to implement these goals (Alfred Chandler, 1962). I also defined that strategy is the organization's vision of what it wants to be in the future, not the organization's arrival and direction. These options relate to the field of products or services, markets, important decisions, return growth, and resource allocation in the organization (W. Zimmer man and B, Tregone. 1980).

It is also known as a long-term plan to reach a goal, and it is a necessary skill to achieve success in war, politics, business, industry, sports, etc. It is also defined as the intelligent use of resources through a specific business system in order to achieve the goal (Dr. Attia: 2021).

Moral Behavior

Ethics are considered the basis of the progress of nations and a symbol of their culture and civilization. Ethical behavior is known as the basis of a person's moral action because it imposes rules in his traditions and customs in the way he behaves. In this sense, ethical behavior allows the development of the way in which a person lives https://ar.thpanorama.com/articles/cultura-general/significado-y-sentido- del-comportamiento-tico.html

Ethics is also known as the moral code that guides the behavior of individuals regarding what is right and what is wrong in terms of behavior and decision-making. Ethical decisions must be made in consideration of the best interest of others, and also take into account the best interest of society. This definition is often where individuals struggle to act ethically, and furthermore, ethical behavior does not only apply to individuals but to society itself that adheres to the standards of ethical behavior... (Asmaa Sobhi, 2022).

Historical Development

From a historical perspective, interest in business ethics began in the 1970s, as researcher Morman Bowie dates the birth of business ethics in the field of institutions in 1974, when the first conference on business ethics was held at the University of Kansas, which opened the door for ethics to be part of the institutions' curricula (Bodara Omniah, 2020).

In contemporary society, many professions, such as those related to technology, generally allow people to express themselves more in their professional lives. At the same time, such jobs usually require a great deal of discretion. Many consider these two aspects as the motivation behind people's efforts to do their best work (Alison Faria, 2022). Returning to the current era, the era of knowledge, the information revolution, and global openness among countries, and the world that has become accessible to everyone thanks to advanced communication technologies, ethics in business has become a challenge. Confronts institutions and determines ways for them to succeed and survive in the world of competition (Bodara Umniah, 2020).

The Concept of Extractive Ethical Behavior (Business Ethics for Senior Management

The term "ethics" has many connotations and applications in the business sector, most of which center on social norms regarding what constitutes appropriate and inappropriate behavior for others. Experts and scholars concur when characterizing work ethics in terms of substance and essentials; discrepancies in form and style signify moral disagreements regarding what constitutes appropriate behavior for executing various kinds of work (Khaled Abdul Rahman Al-Jarisi, 2012).

One can have a weak (bad) or strong (good) business ethics strategy. It is contingent upon the individual beliefs of staff members, their driving forces, and the overall corporate culture.

- **Strong Work Ethics:** It is the behavior that an employee applies to his work, which indicates a high level of passion for any work he does.
- **Poor Work Ethics:** It is the attitude displayed by the employee that shows a lack of ambition and professionalism in the workplace.

Individuals who have a strong work ethic sometimes give off the impression of being competitive, but their drive to succeed in their line of work usually comes from within. Because of their strong work ethic and desire to succeed, these people frequently present as "exemplary employees." to labor toward accomplishing successive objectives. https://www.valamis.com/hub/work-ethic

The idea of work ethics also conveys a set of moral principles that are necessary for any trade, profession, or employment, and any transgression of these principles by an individual is regarded as unethical behavior. (Young, Scott H. (2018).

It also goes by the name "business ethics," which refers to significant moral precepts concerning what constitutes appropriate and inappropriate behavior for both individuals and groups operating within an organization (Bodara Omnia, 2020).

Based on the above, we see that work ethics for senior management is a set of principles and standards that an individual must possess, which are among the foundations of the organization's success, as management ethics has become an important factor to enhance entry and competitive advantage in many organizations.

The Basic Components of Building Basic Organizations

1. Individual Ethics

The primary group of people who form the first pillar of an organization's ethical foundations is represented by managers. Since managers are a tool for enforcing ethical standards and treating people fairly, it is important that these people have integrity and honesty, and that these qualities show in their decisions and behaviors. This is because other people, both inside and outside the organization, have confidence in managers. They are the ones who strive to attain higher ethical standards and are moral in their just interactions with others. They need to figure out how to bring ethical values front and center within the company and establish a culture that promotes, directs, and supports moral behavior among all staff members. To do this, managers need to put in effort to establish a suitable and moral workplace environment where employees can do their jobs. (Daft, 2003).

2. Leadership Ethics

The importance of the role that leaders in these organizations play in their respective fields was demonstrated by an analysis of the ethical policies and practices of numerous successful organizations. According to a survey given to the Secretarial magazine's readership, staff members are genuinely aware of their leaders' unethical behavior, and companies have a quick impact on the dissemination of information about the moral standards that managers set (Badaracco & Webb, 1995). and the main method by which the leader decides to assess the ethical climate of the company is by seeing how those values are reflected in his behavior. According to Daft (2003), when people disregard the moral standards set by their leaders, it is a sign that they don't think moral principles are important in the workplace.

3. Organizational Systems and Structures

- These elements make up the third pillar of the toolkit that managers utilize in their organizations to establish moral standards, encourage moral behavior, and change the company into an ethical one (Daft, 2003).
- Factors affecting work ethics in organizations:

Elements influencing moral conduct In academic literature, scientific research, or cultural symposiums, discussing ethics and ethical behavior is relatively simple. However, in the real world of work, managers and employees face a variety of external pressures that may lead them to act immorally or in violation of established norms. lawful. According to a study conducted in the United States, 56% of employees reported feeling intense pressure to act unethically, and 48% of them reported having engaged in unethical or legally questionable behavior at work in the previous year. Thus, it is imperative that organizations prioritize sound ethical construction, particularly given that an individual's ethical behavior is shaped by three fundamental elements: the individual, the organization they work for, and the external environment (Al-Ghalbi and Al-Amiri, 2008).

The Person

Many aspects of a person's upbringing and personal development influence their moral behavior. People are pushed in one direction or another by a variety of factors, including financial constraints, familial influence, personal standards, religious beliefs, and individual needs. It is observed that a manager lacking a solid moral foundation derived from family, religion, etc., makes varying decisions based solely on maximizing his own interests. Those who make decisions based on a solid moral foundation tend to be more confident and exhibit behavioral consistency. Even in situations where there are a lot of pressures and unclear or ambiguous circumstances, managers can make better decisions by relying on the foundations provided by ethical values that prioritize integrity, justice, dignity, uprightness, and self-respect.

The Organization

The current organizational structure, lines of authority, work rules, procedures, incentive programs, etc. all have a significant impact on workplace ethics within the organization. Individuals' behavior is also influenced by the informal groups and organizations that are currently in place. Because individual employees and managers rely on these norms, the prevailing organizational culture—defined as the set of shared values and norms that govern how members of the organization interact with one another and with parties outside the organization—may have a significant and effective impact on behavior, whether it be unethical or ethical. values and how much emphasis they place on adhering to or not adhering to particular behaviors.

The Environment

- Government laws and regulations, as well as prevailing social norms and values, impact the competitive environment in which business organizations operate. While legislation aids in the government's ability to control organizational behavior and ensure that it complies with accepted standards, laws bind organizations

to specific behaviors, set standards for their actions, and set boundaries. When certain organizations break the law or fail to comply with it, the government frequently steps in and enacts new legislation. This was the case with Enron in the well-known ethics scandal, where the US government intervened with specific legislation to address the situation. Government laws and regulations, along with social norms and values, provide insight into the ethical climate that exists in a given industry. This, in turn, influences managers' ethical behavior. In 2008, Al-Amiri and Al-Ghalbi. enhancing one's work ethics.

- There are several ways in which an organization can improve the work ethics of its employees. These methods include:
- Establish mentorship and training programs to directly demonstrate a strong work ethic
- Remove obstacles that cause stress and prevent employees from dealing with the company
- Meet individual employee needs to encourage greater engagement
- Changing the overall company culture to encourage positive work ethics
- Demonstrate the positive behaviors you want to see in your employees
  https://www.personio.com/hr-lexicon/work-ethic/

Functional Voice Behaviors

Historical Development

- The first person to write about the term "voice of the worker" was the economist Adam Smith in his book "The Wealth of Nations" in the year (1776-1937), in which he discussed that the voice of the worker represents a voice that is rarely heard and is less taken into consideration, except some requirements that are in the interest of the organization (Unler & Caliskan, 2019). In the early seventies (1970), the concept of the employee's voice was developed by Hirschman, as the employee's voice included participation in decision-making, participation in workplace discussions, and the ability to express opinions freely without fear of consequences (Al-Karaawi, Abbas Hussein, 2021). Regarding the early 1980s The United Kingdom is among the European nations where trade union representation has decreased. Collective bargaining agreements are used less frequently to influence employment relationships overall. Unions cited a poll showing that just 17% of CIPD participants used labor as a means of expressing their opinions. Meetings with the manager one-on-one were the most popular method. This reflects a shift away from indirect audio and instead leans towards direct and individual channels. https://www.oak.com/blog/employee-voice

In 1999 - until the present time, interest in the employee voice has increased among academics, employers, and decision makers in recent years, as it has contributed to motivating organizations to pay attention to the employee voice by focusing on the necessity of employee and management involvement, as well as focusing primarily on achieving satisfaction and effectiveness. Perceived awareness and enhancing extra-role and personal behaviors (Al-Karaawi, Abbas Hussein, 2021).

Caring for employees has become more important nowadays. Most job seekers nowadays want to work for organizations that care about their employees. They want to be appreciated by their employers at every step and to grow professionally. Especially with the next generation of workers, like Gen Z'ers who don't choose to stay silent if anything goes wrong, it's a good idea for employers to incorporate a system like Vantage Pulse to listen to their employees in real time. https://blog.vantagecircle.com/ employee-voice.

Functional Voice Concept

Employee voice is the term used to describe how employees participate in influencing decisions made by the organization. Managers' creativity is impacted by the decisions they make. For managers, this is a very personal process that they think will benefit everyone. The perspective and inventiveness of a single individual can alter the project's dynamics. They can make the best choices because they have personal viewpoints. (Morrison, Elizabeth W. 1 June 2011). According to Carnevale et al. (2017), employee voice refers to the contribution of workers' ideas and suggestions towards enhancing the performance and reputation of the organization as well as creating workable solutions for workplace issues.

From an alternative perspective, the employee voice was initially intended to give employees a way to communicate with management as a group. However, it was subsequently broadened to include decision-making, discussion participation, and the freedom to voice opinions without fear of repercussion (Briggs & Olivier, 2020).

The voice of the employee is heard through both official and informal channels. Informal employee voice mechanisms include social gatherings, workplace meetings, email correspondence, employee feedback, and casual conversations

between employees and employers. Particularly, interpersonal social relationships are necessary for informal communication (Anderson, 1984; Litterst & Eyo, 1982; Guffy, Rhoddes, & Rogin, 2005).

Although informal communication originated "for the special purposes of employment," it is intended to function as the foundation for formal communication (Ogaard, Marnburg, & Larsen 2008).

Employee behaviors like absenteeism and turnover can also have an impact on the company's decision-making process.

Formal mechanisms include things like suggestion boxes and employee surveys that are used as communication tools by the human resources department of an organization. Your workers will feel valued and necessary for the job when they perceive that they are making a difference (Cooper, Christopher A. 2018). Certain organizations aim to improve employee voice by offering financial incentives like profit-sharing, employee ownership trusts, stock ownership, employee advisory committees, and representation through... Additionally, trade unions are official means of guaranteeing that workers receive information and have a say in choices that impact their jobs.

Based on the above, the researcher believes that job voice is a legitimate right for all employees. Effective voice leads to positive results, increasing employees' self-confidence, increasing productivity, reducing absenteeism from work, and increasing familiarity between the employee and his subordinate. This leads to improving the job level and developing work

The Importance of a Functional Voice

There are several advantages when an employee feels comfortable sharing their thoughts and worries with their employer. You can increase the likelihood that your employee voice mechanisms will make a difference by encouraging your staff to voice their thoughts and ideas. The benefits of a robust employee voice and engagement program include the following:

- Promotes innovation;
- Identifies training needs;
- Provides early warning of emerging issues;
- Raises work engagement;
- Boosts organizational engagement (Stuart Sinclair, 2022).

According to a study by the Society for Industrial and Organizational Psychology, employee voice ranks seventh in workplace trends. Asking for feedback from employees through a systematic process is a way to give employees a voice. To give employees an effective voice, organizations must meet the following three criteria:

- Provide an organized channel for feedback, and surveys work best.
- Create a culture, where feedback is an integral part of that culture.
- Let your employees know that their feedback is important

https://www.questionpro.com

In today's business environment, employee voice is considered a key component for enhancing competitiveness, as stated by (Wang et al, 2014), (Morrison, 2014), (Son, s, 2019).

- Highlights innovative ideas that serve the organization.
- Allows the correction of errors that hinder work.
- Improves the organization's competitive advantage.
- In addition to organizational benefits, employees' vocal behavior also leads to higher performance ratings.
- It has a positive impact on career growth
- Studies have shown that employee voice behavior can benefit organizations by providing innovative and error-correcting opportunities.
- Organizations now realize that functional voice helps modernize people's processes and improve organizational performance. We will... take a look at the aspects of voice that help organizations become more agile, making it a key part of their people strategy.
    - **Enhances customer operations:** Workers engage in various levels of direct customer interaction. These exchanges aid in obtaining information regarding client expectations. Companies must recognize the close relationship between customer experience (CX) and employee experience (Ex) and take appropriate action.
    - **Determining the need for training:** More than ever, employees of all institutions must retrain or improve their skills. The need for regular updates has been brought to light by shifting workforce

dynamics, team dynamics, and customer expectations. This allows management to better understand the types of training needs of their workforce and how to address them. Providing for the training needs of employees is essential and improves retention.

- **Updates leaders:** Assists managers and upper management in comprehending internal developments within the company. These could relate to changes in culture, issues with infrastructure, employee behavior, etc. This draws attention to problems that leaders and managers might not be aware of or find. This aids in implementing corrective actions and enhancement strategies for the worker experience. Voice of the Employee: https://www.questionpro.com/blog/

Based on the above, the researcher believes that the importance of functional voice is

- Enhancing self-confidence: When the manager is given the authority to express his opinion regarding work freely and he feels that his voice and suggestions are heard, this enhances the individual's self-confidence on the personal and practical levels.
- Feeling love for work, which increases the individual's loyalty to the organization to which he belongs and does not think about giving up his work.
- Not creating an opportunity for competitors to know the strategic plan developed by the organization, which increases the organization's productivity.
- Improving employee productivity and reducing work deviation
- Reducing work pressures and job motivation in the organization
  - Building reciprocal and cooperative relationships between employees in making work-related decisions and improving work performance.
  - Functional voice goals

Develops Individuals

When employees feel comfortable speaking up at work, it not only boosts their confidence but also provides them with the chance to figure out how best to advance their skills in relation to their role. It will only help them produce better work when they feel comfortable asking for assistance or training when needed. and enhance the business overall.

Increases Focus

It will be much easier for staff members to concentrate on their work if they feel valued when they voice their opinions. Because they are confident that their issues will be resolved, they will worry less and be able to focus entirely on the task at hand.

Reduces Negative Attitudes

Employees who believe their concerns are not being addressed or that their opinions are not being heard may experience a bad work environment. They are less likely to be negative both internally and externally, though, when they feel comfortable speaking openly with their managers.

Increases Happiness in the Workplace

Employees will be happier in their roles and at work when they believe that their opinions are valued and that the company is prepared to take action rather than just listen.
Feel more supported: Listening and willingness to act is met with great support among managers and employees. This will greatly improve the overall working environment for the workforce https://www.oak.com/blog/employee-voice
Lepine, & Van Dyne, 2001, (Tangirala, & Parke, 2013) stated that there are several goals for employee voice behavior, which are:

1. Individual employee voice behavior aims to support comprehensive system-wide goals and take initiative in expressing suggestions.
2. Employee voice behavior aims at working individuals to believe in change as a potential means of dealing with situational demands and requires them to express their ideas in interpersonal relationships.
3. Individuals who engage in voice must be change-oriented and willing to risk upsetting the status quo and interpersonal relationships at least in the short term. Based on the above, it is believed that the objectives of functional sound are as follows: Facilitating communication between employees within the work and exchanging information and experiences between them.

- Motivating employees to encourage them to exert more effort and continue achieving success and achievements.

- It also leads to customer comfort, financial returns, and excellent benefit for the company using the employee voice application.
- Making the production process more effective and flexible, which increases the organization's productivity.
- Paying attention to the employee's voice may lead to improving the work atmosphere, thus enhancing the team and their cooperation with each other.

Data Analysis Results

The Nature of the Data Distribution

To choose the best statistical method for analysis, it is necessary to ascertain the type of data distribution. If the data is normally distributed, the trend will be toward parametric statistics; if the data is not normally distributed, the trend will be toward nonparametric statistics (Field, 2009). To verify the nature of the data, tests for skewness and Kurtosis will be conducted to determine the distributional nature of the data. The data approach the normal distribution curve when the Z value for Skewness and Kurtosis is within (±1.96), according to this test, and since the degree of significance or confidence required in this study is ($P < 0.05$). By dividing the computed sway and flatness values by their standard error, the Z value can be obtained (Kerr et al., 2002). The outcomes of the data distribution test are displayed in Table (1):

Table 1: Results of the Normal Distribution Test

Variables	Kurtosis			Skewness		
	Z Kurtosis	Std. Error	Statistic	Z Skewness	Std. Error	Statistic
Moral behavior	**-1.791**	**.254**	**-.455**	**0.913**	**.127**	**.116**
Silent treatment in work	**-1.071**	**.254**	**-.272**	**0.692**	**.127**	**.088**
Work ethics	**-0.540**	**.254**	**-.137**	**-0.047**	**.127**	**-.006**

From the table above it is clear that the distribution of the data was normal, as the Z values for Skewness and Kurtosis did not exceed (±1.96). Therefore, parametric statistics tools will be used.

Descriptive statistics and correlation

Table 2 displays the correlation between the variables as well as descriptive statistics. Based on the results, it was determined that the variables' average fell within the range of (3.190-3.110). The table additionally demonstrated that the respondents' opinions differed slightly by the standard deviation of the variables. The current study's hypotheses are supported by the results, which also showed positive correlations between the main and sub-variables at the significance level (0.05). Ultimately, the findings show that all variables' reliability coefficients (α) exceeded 0.700, indicating that the variables' stability has been attained and that the same outcomes may be obtained with the same measures.

Table 2: Descriptive Statistics, Correlation, and Reliability Coefficient

Variables	standard deviation	Arithmetic mean	Ethical behavior	Individual ethics	Leadership ethics	Ethics of systems and structures	work ethics	strong	weak	Improving performance	Inform individuals	Competitiveness	Functional silent
Ethical behavior	**0.675**	**3.188**	***(0.750)***										
Individual ethics	**0.489**	**3.135**	**.367****	***(0.786)***									
Leadership ethics	**0.640**	**3.180**	**.221****	**.282****	***(0.748)***								
Organizational ethics	**0.580**	**3.130**	**.270****	**.351****	**.352****	***(0.735)***							
Work ethics	**0.502**	**3.155**	**.297****	**.351****	**.741****	**.752****	***(0.779)***						
strong	**0.575**	**3.170**	**.277****	**.361****	**.733****	**.722****	**.297****	***(0.729)***					
weak	**0.429**	**3.155**	**.217****	**.360****	**.744****	**.712****	**.297****	**.227****	***(0.776)***				
Improving performance	**0.590**	**3.190**	**.296****	**.380****	**.742****	**.742****	**.217****	**.217****	**.227****	***(0.733)***			
Inform individuals	**0.540**	**3.110**	**.267****	**.351****	**.732****	**.732****	**.247****	**.291****	**.293****	**.227****	***(0.789)***		
Competitiveness	**0.522**	**3.155**	**.256****	**.366****	**.721****	**.722****	**.237****	**.256****	**.247****	**.227****	**.227****	***(0.769)***	
Functional silence	**0.655**	**3.176**	**.250****	**.391****	**.711****	**.712****	**.227****	**.217****	**.232****	**.217****	**.217****	**.247****	***(0.755)***

Hypothesis Testing

In order to test the current study model's hypotheses, a hierarchical regression analysis was carried out using SPSS. The t and p values determine whether the hypothesis is accepted or rejected; to be accepted, the t value must be greater than ±1.96, and the p value must be less than 0.05. Table 3 displays the outcomes of the hypothesis test.

Table 3: Hypothesis Testing

H1			**Beta**	**Std. Error**	**t**	**Sig.**	**F**	**Sig.**
	(Constant)			**0.085**	**19.676**	**0.000**	**35.461**	**.000[b]**
	ethical behavour	**Functional silence**	**0.297**	**0.037**	**5.955**	**0.000**		
H2	**(Constant)**			**0.348**	**6.359**	**0.000**	**28.355**	**.000[c]**
	Ethical behavior*Business ethics	**Functional silence**	**0.689**	**0.077**	**3.116**	**0.002**		

From the table above, we can see that the two hypotheses of the study are accepted. This indicates that there is a relationship between the influence of ethical behavior on job silence, in addition to the existence of an important and clear role for work ethics in increasing the impact of ethical behavior on job silence.

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