

Organizational support, psychological capital and organizational ethical climate: Inputs to human resource management framework

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ISSN: 2243-7770
Online ISSN: 2243-7789

Received: 30 November 2023

Revised: 20 December 2023

Accepted: 31 December 2023

OPEN ACCESS

Available Online: 31 December 2023

DOI: 10.5861/ijrsm.2023.1165

Abstract

This study investigates the interplay of organizational support, psychological capital (PsyCap), and organizational ethical climate in shaping employee performance within Chinese banks. Organizational support denotes the perception of an organization valuing its employees and investing in their well-being. PsyCap encompasses positive psychological resources facilitating stress coping, goal achievement, and perseverance. Organizational ethical climate reflects shared norms and values guiding ethical behavior within an organization. The research assesses perceived organizational support across institutional, supervisor, and colleague dimensions, measures PsyCap components (hope, resilience, optimism), and evaluates the organizational ethical climate in Chinese banks (individual, social, rule orientations). The study explores relationships between perceived organizational support, PsyCap, and organizational ethical climate, aiming to develop a Human Resource Management Framework tailored to Chinese banking dynamics. Quantitative analysis, employing questionnaires and multivariate statistical methods (descriptive, correlation, regression analysis), uncovers a significant relationship among organizational support, PsyCap, and organizational ethical climate. The findings highlight the interconnectedness of these factors, suggesting that heightened organizational support contributes to increased psychological capital, fostering a positive and ethical organizational climate. The study's outcomes offer valuable insights for enhancing HR practices, cultivating a supportive culture, and promoting ethical behavior within Chinese banks.

Keywords: organizational support, psychological capital, organizational ethical climate, human resource management framework

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1. Introduction

In today's rapidly evolving financial landscape, the importance of effective human resource management in banking organizations cannot be overemphasized. These organizations play a key role in providing individuals with advanced knowledge and skills required for a variety of positions, making significant contributions to the country's economic and social development. However, human resource management in the banking industry is full of challenges and complexities that require a comprehensive review of key factors such as organizational support, psychological capital (PsyCap), and organizational ethical climate.

As an important part of the financial field, China's banking industry plays an indispensable role. However, the complexity extends beyond the complexity of financial transactions to include employee-related challenges. The banking industry needs to constantly adapt to new regulations, technologies and market trends, which requires its employees to be highly adaptable and learnable. Therefore, human resource management in the banking industry is not only a management task, but also a strategic challenge. In banking, organizational support is key to ensuring employees work efficiently and adapt quickly to change. This includes providing training and development opportunities to ensure employees' skills remain at the forefront of the industry. At the same time, providing employees with career advancement opportunities and incentive plans can help inspire employees' work motivation and loyalty. Organizational support is not just a matter of employee well-being, but is directly related to the competitiveness and long-term sustainability of the banking industry. Psychological capital, or PsyCap, refers to employees' internal psychological resources, including positive emotions, hope, self-efficacy and resilience. In the banking industry, employees' psychological capital has an important impact on their job performance and career satisfaction.

Managers can help employees better cope with challenges and stress at work by cultivating their positive emotions and resilience. Not only does this help improve employee job performance, it also helps reduce employee turnover, thereby reducing recruitment and training costs. Organizational ethical climate is another key factor in human resource management in the banking industry. Integrity and ethics are of paramount importance in finance, as employees' actions and decisions can have far-reaching consequences for customers and the financial system as a whole. Therefore, banking institutions need to proactively shape an ethically oriented culture that encourages employees to behave with integrity and responsibility. This includes developing a clear code of ethics, conducting ethics training, and establishing mechanisms for reporting misconduct. Human resource management in the banking industry is a complex and critical task. Through organizational support, the development of psychological capital, and the establishment of an ethically oriented culture, banking institutions can ensure that their employees thrive in a competitive financial environment and continue to contribute to the country's economic and social development. The results of this study can provide the banking industry with targeted strategies to address market challenges.

Existing literature highlights the importance of understanding and addressing these multifaceted challenges in the banking industry. Several studies have revealed the declining quality of private institutions across countries, indicating an urgent need to improve organizational culture, commitment, and governance (Suparno, 2017; Kassaw & Golga, 2018; Kadir, 2019). In this complex environment, variables such as organizational support, psychological capital, and organizational ethical climate are crucial. Although there have been several studies that have focused on various challenges in the banking industry, there are still significant research gaps. Future research can further explore the interaction between factors within Chinese banking financial institutions and the specific impact of these factors on employee performance. There is a clear gap in existing research in comprehensively exploring the interaction of these variables and their impact on employee performance in the

context of Chinese banking financial institutions. This study aims to bridge this gap by delving into the intricate relationships between these key elements.

Human resource management is one of the core elements of modern organizations, especially in Chinese banking institutions. In this highly competitive financial environment, effective human resource management is critical to the success of an organization. This includes attracting, developing and retaining high-quality employees, as well as ensuring employees can adapt to changing markets and regulations. China's banking industry faces some unique challenges that require special human resource management strategies. First, China's financial market is constantly growing and changing on a global scale. Therefore, banking institutions need flexible human resource strategies to adapt to market fluctuations. In addition, China's regulatory environment continues to evolve, requiring the banking industry to comply with more stringent legal and supervisory requirements. HR strategy plays a key role in solving these challenges. An effective strategy can help banking institutions attract and retain top talent while ensuring employees have the necessary skills and knowledge. This helps improve customer satisfaction and promotes sustainable growth of the organization. Therefore, China's banking industry needs to develop and implement innovative human resource strategies tailored to its unique needs.

The significance of this study lies in its contribution to the body of knowledge in the field of human resource management, especially to human resource management in Chinese banking institutions. By addressing the unique challenges and requirements of the sector, the research aims to facilitate the development and implementation of effective human resource strategies and practices, ultimately promoting the sustainable growth and success of these organizations. Through effective human resource management, Chinese banking institutions can achieve sustainable growth and success. It's not just about business performance, it's also about employee happiness and career development. A cared-for employee base is typically more engaged at work, driving organizational success. Therefore, the goal of this study is to delve into these key elements to help Chinese banking institutions achieve their long-term goals.

This study not only focuses on the three key factors of organizational support, psychological capital and organizational ethical climate, but also reveals the complex interrelationships between them through comprehensive analysis. This multi-dimensional analysis helps to provide a more comprehensive understanding of factors affecting employee performance. The research aims to provide a specific human resource management framework for the Chinese banking industry to meet the unique needs of the industry. This framework will take into account the cultural, regulatory and market characteristics of China's banking industry and provide banking institutions with practical guidance to improve organizational culture, enhance organizational commitment, and promote ethical behavior. Although there have been some studies focusing on the field of human resource management, this study focuses on its application in the Chinese banking industry. This provides unique insights and guidance for practical applications in the industry, helping to improve the performance and competitiveness of banking institutions. This study focuses specifically on employees' psychological capital, including hope, resilience, and optimism. This is a relatively new concept that emphasizes the impact of employees' positive mentality and psychological resources on performance, which helps to broaden the research field of human resource management. Through these innovations, this study aims to provide practical tools and strategies for the Chinese banking industry to optimize human resource management, improve employee performance, and promote long-term sustainable development of the organization.

The innovation of this study is that it not only focuses on the three key factors of organizational support, psychological capital and organizational moral climate, but also reveals the complex interrelationships between them through comprehensive analysis. This multi-dimensional analysis helps to provide a more comprehensive understanding of factors affecting employee performance. First, we can explore the concept of organizational support in more depth. In the Chinese banking industry, organizational support is not just about providing training and development opportunities, but also includes interaction and cooperation between employees and leadership. By emphasizing the importance of this interaction, a better understanding of how organizational

support affects employee performance can be achieved. In addition, we can also consider different types of organizational support, such as career development support, job satisfaction, and work-family balance, to obtain more comprehensive data.

Psychological capital is a relatively new field of research that emphasizes the impact of employees' positive mindset and psychological resources on performance. In the Chinese banking industry, we can further explore the multifaceted nature of psychological capital, including hope, resilience, and optimism. How these factors interact and how they are affected by organizational support and ethical climate are areas worthy of further study. Another innovative point could be an in-depth study of the moral climate. Ethical climate is not just the ethical values within an organization, but also includes interactions with customers and partners. We can explore the differences in ethical climate among different banking institutions and how these differences affect employees' ethical behavior and performance. Finally, this study can also enhance consideration of China's banking culture, regulations, and market characteristics. How these factors intersect with organizational support, psychological capital, and ethical climate will provide a more specific human resource management framework for Chinese banking institutions. This framework will take into account the unique needs of China's banking industry and provide banking institutions with practical guidance to improve organizational culture, enhance organizational commitment, and promote ethical behavior.

By deeply exploring the multiple dimensions of organizational support, psychological capital, and organizational ethical climate, and taking into account the culture and characteristics of the Chinese banking industry, this study aims to provide the industry with practical tools and strategies to optimize human resource management and improve employee performance and promote long-term sustainable development of the organization. Below, we take a closer look at aspects of organizational support, psychological capital, and organizational ethical climate and how they interact to influence employee performance. We will analyze the latest research results and provide some specific case studies to support our views.

Objectives of the Study - The purpose of this study is to explore the impact of organizational support, psychological capital (PsyCap), and organizational ethical climate on employee performance within the context of Chinese banks. More specifically, this study assessed the dimensions of organizational support, including institutional support, supervisor support, and colleague support; measured psychological capital (PsyCap) components, such as hope, resilience, and optimism; evaluate the organizational ethical climate within Chinese banks by examining aspects of individual orientation, social orientation, and rule orientation; investigate the relationships and interplay between these three major variables, namely perceived organizational support, psychological capital, and organizational ethical climate and developed Human Resource Management Framework tailored to the specific needs and dynamics of Chinese banks.

2. Methods

Research Design - This study employed a descriptive research design to provide adequate and accurate explanations of the findings. Descriptive research method is a type of research that obtains current relevant facts, data, and information and provides an accurate overview of a situation, person, or event (Rahi, 2017). According to Suparno (2017), descriptive research design is a form of formal research that aims to describe the inherent characteristics of a phenomenon or a group. This study uses descriptive research analysis to discover associations or relationships and differences between three selected variables, studying and monitoring an emerging feeling that cannot be considered an unbiased factor (Polit., Beck, 2014).

Participants of the Study - This study focuses on bank employees. In order to make the survey data representative, different banks in Shandong Province were selected for the survey. The subjects of the investigation include Shandong Branch of Bank of China, Postal Savings Bank of China Shandong Branch, Industrial and Commercial Bank of China Shandong Branch, China Rural Commercial Bank Shandong Branch, Industrial and Commercial Bank of China Shandong Branch, and Agricultural Bank of China. The period is from

May 20 to June 20, 2023.

Data Gathering Instrument - This study relies on questionnaires as a primary data collection method to investigate the intricate relationships among organizational support, psychological capital, and organizational ethical climate within the banking sector. The questionnaires are meticulously designed, comprising three sets tailored to measure specific constructs: perceived organizational support, psychological capital, and organizational ethical climate. The segment on perceived organizational support includes respondent profiles and assessments of institutional, supervisor, and colleague support, forming a comprehensive three-factor model with a total of 21 items. The psychological capital assessment, inspired by Luthans et al., (2007), encompasses three factors—hope, resilience, and optimism—comprising a total of 18 items. Similarly, the organizational ethical climate questionnaire employs Victor and Cullen's (1988) Ethical Climate Questionnaire, categorizing ethical climate into self-interest orientation, caring orientation, and rule orientation across 15 items.

All questionnaires employ a four-point Likert scale for nuanced responses, with reliability testing conducted through Cronbach's Alpha to ensure internal consistency. The results of the reliability tests reveal high Cronbach's Alpha values for each construct, indicating strong internal consistency. Specifically, perceived organizational support exhibited a Cronbach's Alpha coefficient of 0.922, psychological capital demonstrated coefficients of 0.870 for hope, 0.907 for resilience, and 0.911 for optimism, while organizational ethical climate achieved coefficients of 0.867 for self-interest orientation, 0.874 for caring orientation, and 0.898 for rule orientation. These high values affirm the robustness and reliability of the measurement tools, providing confidence in their ability to capture the nuances of organizational dynamics within the banking sector.

Data Gathering Procedure - This study aims to investigate the influence of organizational support, psychological capital, and organizational ethical climate on the performance of bank employees. To gather comprehensive and accurate data, we employed various methods, starting with an extensive review of published papers and relevant literature to establish a solid theoretical foundation. Additionally, we conducted informal interviews with banking industry professionals to gain real-world insights into industry characteristics, challenges, and opportunities. Complementing this qualitative approach, we designed a detailed questionnaire covering key concepts and utilized a four-point Likert scale for responses. Ethical considerations were a top priority throughout the data collection process. We secured formal approval from decision-making leadership in each banking institution, clearly outlining the study's academic purpose and commitment to maintaining respondent anonymity. After obtaining institutional approval, we communicated the voluntary and anonymous nature of the questionnaire to participants, offering flexibility in completing it through various means. Following data collection, we conducted thorough analysis using statistical tools and software to explore the relationships between organizational support, psychological capital, organizational ethical climate, and employee performance, ensuring the objectivity and robustness of our research results.

Ethical Considerations - Ethical considerations were paramount throughout this research endeavor, beginning with the meticulous acquisition of explicit permission from all respondent banking institutions, establishing a foundation rooted in legality and ethics. The researcher maintained a commitment to academic integrity and the advancement of knowledge, clarifying the research's purely academic purpose. Well-established questionnaires with explicit references to their sources were utilized for data collection, ensuring traceability and legality while fostering trust among respondents. Active consent was sought from decision-making leadership within the banks, reinforcing the legal and ethical basis of the study. Emphasis was placed on respecting respondent rights, with a voluntary and anonymous participation approach during data collection. Anonymity was further safeguarded by not requesting personally identifiable information. The researcher prioritized the dignity and privacy of interviewees, fostering a respectful and cooperative environment that encouraged candid sharing. By strictly adhering to ethical principles and legal regulations, the researcher ensured the reliability, trustworthiness, and ethical integrity of the research, safeguarding both the rights of the interviewees and the success of the study.

Data Analysis - In this study, a comprehensive approach was employed to measure and analyze key variables—organizational support, psychological capital (PsyCap), and organizational ethical climate. To assess organizational support, a weighted average and ranking method was utilized, considering institutional, supervisor, and coworker support to provide a nuanced understanding of overall organizational support. Measurement tools and questionnaires were employed to gauge employees' psychological capital levels, covering hope, resilience, and optimism. Corresponding tools were also used to measure organizational ethical climate in terms of personal orientation, social orientation, and rule orientation. The data analysis encompassed various statistical methods. The Shapiro-Wilk test was employed to check the normal distribution of variables, revealing non-normal distributions. SPSS version 28 was then utilized for in-depth analysis, including frequency distributions, reliability and validity analyses, weighted averages, Pearson-difference correlations, regression analysis, and analysis of variance (ANOVA). These analyses helped explore correlations, relationships, and differences within the data, providing valuable insights into the complex dynamics of organizational support, psychological capital, and organizational ethical climate among bank employees.

3. Results and discussion

Table 1

Organizational Support

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Institutional Support	3.12	Agree	3
Supervisor Support	3.15	Agree	2
Colleagues Support	3.23	Agree	1
Composite Mean	3.17	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 provide us with important insights into perceptions of organizational support, but let's explore the data in more depth to better understand employee perceptions of different aspects of support and their potential impact on organizational performance. First of all, colleague support has the highest score of 3.23 in the sense of organizational support, ranking first. This indicates that employees believe that mutual assistance and support among colleagues is very important in banking institutions. This peer support not only helps solve problems at work but also helps build strong teamwork relationships. Laura K. Alford (2019) pointed out that In a project-based learning course, first-year students rated peer mentoring as one of the most useful interventions for supporting teamwork. In a knowledge-intensive industry like banking, collaboration and information sharing among employees is crucial to improve productivity and performance.

Secondly, supervisor support score is 3.15, ranking second. Employees perceive that their supervisors provide support and guidance at work, which has a positive impact on employee job satisfaction and performance. Employees often need clear guidance and feedback on their jobs, and supervisor support can help employees better complete tasks and achieve goals. This support also helps build trust and cooperation between employees and supervisors. Mohamed and Ali (2016) turned out that supervisor support can have a positive impact on employees' engagement, training, job performance, and job outcomes.

Finally, institutional support has the lowest score of 3.12, ranking third. Although the institutional support score is relatively low, it still indicates that employees believe that the banking institution's systems and policies are relatively reasonable and supportive of employees' needs. Institutional support can include salary systems, welfare policies, promotion opportunities, etc. Although it ranks third in employee ratings, it is still an important component of feelings of organizational support. Kenworthy (2021) shows that assistance with job search and placement is a policy tool used in employment promotion.

Taken together, these data reflect that employees of Chinese banking institutions generally have a positive attitude toward organizational support. They believe that colleagues, supervisors, and systems provide them with necessary support and resources. This positive sense of organizational support helps improve employees' job

satisfaction, performance, and loyalty to the organization. In banking institutions, employees' work effectiveness and sense of support for the organization directly affect the success and sustainable development of the enterprise. Therefore, bank management should continue to focus on and improve these aspects to ensure that employees are fully supported and motivated at work to achieve common goals. When an organization has a good sense of organizational support, employees know how management expects them to respond to any situation, and they will improve their role completion (Barksdale, 2015), be more inclined to establish a good relationship with the organization, and put in more effort. Thereby improving employee performance and promoting enterprise development.

Table 2

Psychological Capital

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Hope	3.19	Agree	1
Resilience	3.13	Agree	2
Optimism	3.12	Agree	3
Composite Mean	3.15	Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 shows the overall recognition of employees' psychological capital in the three aspects of Hope, Resilience and Optimism. Taken together, the psychological capital assessed by Bank of China employees in terms of hope, resilience, and optimism is relatively obvious. It is therefore not surprising that bank employees have positive mental states and abilities. The possible reasons are: 1. Banking institutions have a good human resources framework, which gives employees a good sense of organizational support (Hanafi Hadi Susanto, 2019). 2. When recruiting employees, banks recruit employees with high psychological capital due to the nature of the industry and job requirements (Arunashantha, 2019). 3. Bank employees have adapted well to the organizational environment, have a high sense of identification and belonging to their organization, and love their jobs. Higher psychological capital will also have a positive impact on organizational support and organizational ethical atmosphere, thereby improving employee work performance and corporate development (Intan Juwita, 2018).

First of all, the comprehensive average value of psychological capital (Hope) in terms of hope is 3.19, ranking first. This shows that employees have positive expectations about the prospect of working in a banking institution and that they are hopeful and willing to work hard no matter what challenges they face. Alsafadi and Altahat (2021) has shown this positive hope mentality has a positive impact on employee job satisfaction and performance. Secondly, the comprehensive average value of psychological capital (Resilience) in terms of resilience is 3.13, ranking second. This shows that employees can adapt and recover quickly when facing setbacks and difficulties, and have the ability to withstand stress. Resilient psychological capital helps employees better cope with challenges at work and maintain a positive work attitude. Al-Ghazali and Afsar (2022) pointed out that enhancing an employee's mental health and readiness for organizational change, and to negatively impact the perceptions of job insecurity among hotel employees.

The comprehensive average of psychological capital (Optimism) in terms of optimism is 3.12, ranking third. Although employees' positive expectations for their future and current jobs were slightly lower than hope and resilience, they still held a level of optimism. Srivastava and Jaiswal (2015) shows this optimistic attitude helps employees see the possibility of solving problems at work, thereby improving work performance. Overall, the overall level of employees' psychological capital is 3.15, which falls within the "agree" range. This means that they have a certain amount of psychological capital in terms of hope, resilience and optimism, which helps them better cope with challenges at work, improve job satisfaction, and make positive contributions to the development of banking institutions. Banking institutions can further cultivate and develop employees' psychological capital to enhance their overall performance and organizational loyalty. Novitasari (2021) finds that developing employees' psychological capital can lead to improved employee readiness in the face of challenges and changes, which can ultimately benefit the organization.

Table 3*Organizational Ethical Climate*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Knowledge Acquisition Ability	2.42	Disagree	2
Knowledge Integration and Transformation Ability	2.41	Disagree	3
Knowledge Creation Ability	2.47	Disagree	1
Composite Mean	2.43	Disagree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 3 provides comprehensive assessment results of organizational ethical climate, reflecting different aspects of orientation, including individual, social, and rule orientation. These data reflect the extent to which employees perceive and recognize the ethical climate in banking institutions. Let's dig into the data to better understand employee attitudes toward different ethical orientations. The social orientation aspect, which ranks first with the highest weighted average of 3.14. This shows that employees generally believe that social responsibility and caring among colleagues are very important in banking institutions. This social orientation helps create a positive work environment that promotes cooperation and support among colleagues. Employees tend to focus on the interests of the whole rather than just their personal interests, which is very important for maintaining the organization's reputation and social responsibility. Keller, (2017) explained that when employees work together towards a common goal, they are more likely to achieve success and contribute to the organization's overall success. In addition, when employees work together, they are more likely to come up with new ideas and solutions to problems.

Secondly, rule-oriented ranked second with a weighted average of 3.12. This shows that employees generally recognize and adhere to rules and regulations in the banking organization. Banking institutions often face complex regulations and compliance requirements, and employees' rules orientation helps ensure that the company's operations are legal and compliant, thus safeguarding the company's reputation and sustainability. Finally, individual orientation had the lowest score of 2.48, ranking third. This means that employees have different opinions on the ethical climate that is oriented toward personal interests. Individual orientation may involve the pursuit of personal gain and selfish behavior, which does not appear to be widely accepted in banking institutions. This is critical to maintaining teamwork and company values (Hourani, 2019).

Taken together, these data reflect that the ethical climate in banking organizations is dominated by social orientation and rules orientation. Employees generally recognize the importance of social responsibility and compliance with rules. This helps maintain the company's reputation and social responsibility, and promotes teamwork and employee loyalty. At the same time, low individual orientation scores indicate that employees tend to put overall team and organizational interests ahead of personal interests, which is critical to the long-term success of the organization (Campo et al., 2019).

Table 4 provides data on the relationship between perceived organizational support and psychological capital in banking institutions. We can explore these relationships further to gain a deeper understanding of their importance to employees and organizations. It can be seen from the data that there is a highly significant positive correlation between institutional support and Hope, Resilience and Optimism. These results indicate that when employees perceive institutional support provided by their organization, they are more hopeful, resilient, and optimistic. This may be because institutional support provides employees with a sense of security and confidence that the organization will provide support and resources even in the face of challenges and adversities. This sense of trust and recognition helps foster hope in employees so they can respond positively to situations at work and in life. Rahmisyar and Musafir (2023) pointed that when employees feel that their organization supports them, they are more likely to be satisfied with their job and their employer.

Similar to institutional support, supervisor support also had highly significant positive relationships with hope, resilience, and optimism. This suggests that employees feeling supported by their supervisors also has a positive impact on their psychological capital. Employees may more easily overcome setbacks and difficulties

because they know their supervisor has their back and is willing to provide guidance and assistance.

Table 4

Relationship Between Organizational Support and Psychological Capital

Variables	rho	p-value	Interpretation
Institutional Support			
Hope	0.497**	0.000	Highly Significant
Resilience	0.538**	0.000	Highly Significant
Optimism	0.560**	0.000	Highly Significant
Supervisor Support			
Hope	0.550**	0.000	Highly Significant
Resilience	0.556**	0.000	Highly Significant
Optimism	0.596**	0.000	Highly Significant
Colleagues Support			
Hope	0.412**	0.000	Highly Significant
Resilience	0.450**	0.000	Highly Significant
Optimism	0.452**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

Similar to institutional support, supervisor support also had highly significant positive relationships with hope, resilience, and optimism. This suggests that employees feeling supported by their supervisors also has a positive impact on their psychological capital. Employees may more easily overcome setbacks and difficulties because they know their supervisor has their back and is willing to provide guidance and assistance. Likewise, there was a highly significant positive relationship between coworker support and hope, resilience, and optimism. This means that working in a supportive team of colleagues may have a positive impact on employees' psychological capital. Mutual support and cooperation among employees can enhance their confidence and make them more hopeful and positive to face challenges at work. Cheah et al., (2019) found that daily mutual support is positively related to sustainable job performance, and this suggests that when employees support each other, they are more likely to perform well over time.

Studies by Vasconcelos et al., (2022) highlight a positive correlation between perceived organizational support and psychological capital. Vasconcelos emphasizes that organizational support fosters positive psychological feedback, enhancing individuals' psychological capital, particularly resilience. Additionally, research by Aslam et al. (2017) indicates a positive link between organizational support and psychological capital, with psychological capital acting as a mediating factor in influencing employee behavior, such as innovative behavior. Empirical analysis by Liang and Zhang (2015) reveals that for knowledge employees, psychological capital partially mediates the relationship between perceived organizational support and work engagement. Employees seeking organizational support experience enhanced psychological capital, impacting behaviors positively.

Table 5 provides data on the relationship between perceived organizational support and organizational ethical climate in banking institutions. These relational data reveal a strong connection between organizational support and organizational ethical climate, which is critical to understanding employee and organizational interactions. The data shows that there is a statistically significant positive correlation between institutional support and individual orientation (Individual Orientation), social orientation (Social Orientation) and rule orientation (Rule Orientation). These results indicate that when employees perceive institutional support provided by the organization, they are more inclined to exhibit more individual-oriented, social-oriented, and rule-oriented behaviors in the organization. This may be because institutional support can provide employees with clear guidance and rules, making it easier for employees to adhere to the organization's moral and ethical guidelines. In addition, employees are more likely to feel a sense of belonging in the organization and identify with the organization's values, thereby reflecting a more positive ethical climate at work.

Table 5*Relationship Between Organizational Support and Organizational Ethical Climate*

Variables	rho	p-value	Interpretation
Institutional Support			
Individual Orientation	0.304**	0.000	Highly Significant
Social Orientation	0.550**	0.000	Highly Significant
Rule Orientation	0.526**	0.000	Highly Significant
Supervisor Support			
Individual Orientation	0.238**	0.000	Highly Significant
Social Orientation	0.510**	0.000	Highly Significant
Rule Orientation	0.531**	0.000	Highly Significant
Colleagues Support			
Individual Orientation	0.146**	0.000	Highly Significant
Social Orientation	0.398**	0.000	Highly Significant
Rule Orientation	0.410**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

Similar to institutional support, supervisor support also has a statistically significant positive relationship with individual orientation, social orientation, and rule orientation. This shows that employees who feel supported by their supervisors also exhibit more individual-oriented, social-oriented and rule-oriented behaviors. Supervisor support can motivate employees to more actively comply with rules and ethical principles, while also enhancing employees' trust and loyalty to the organization. Colleague support also has statistically significant positive relationships with individual, social, and rule orientations. This means that working in a supportive team of colleagues may have a positive impact on employees' ethical climate. Mutual support and cooperation among employees help maintain the organization's ethical principles and prompt employees to pay more attention to social orientation and rule orientation.

The results of this study appear to be consistent with those of several studies involving the link between perceived organizational support and organizational ethical climate. Asif et al. (2019) pointed out that organizational ethical climate plays a mediating role between the sense of organizational support and employee work performance and violations. In a rule-oriented organizational ethics climate, the impact of employees' sense of organizational support on prosocial violations is reduced. Employees gain a sense of support from the company, increase their recognition of the company, and show positive feedback. Therefore, they may break rules and commit prosocial violations for the benefit of the organization; in a rule-oriented organizational ethics atmosphere, this Once feedback will be interrupted, employee behavior will be affected by the rule-compliant environmental climate formed by the organization, thereby reducing the possibility of prosocial violations. In general, the stronger the sense of organizational support employees perceive, the better the organizational ethical climate of their organization will be, especially in terms of social orientation and rule orientation.

Table 6 provides data on the relationship between psychological capital and organizational ethical climate in banking institutions. These data highlight the strong connection between psychological capital and organizational ethical climate, which is critical to understanding employee mindsets and the ethical climate of organizations. The data show that there is a statistically significant positive correlation between hope and individual orientation, social orientation, and rule orientation. These results indicate that employees with more hope psychological capital are more likely to exhibit more individual-oriented, social-oriented, and rule-oriented behaviors at work. This may be because employees with high hope psychological capital are more positive, more optimistic, more confident in overcoming difficulties, more willing to cooperate, and more inclined to abide by the organization's rules and ethical principles to achieve personal and organizational long-term goals.

Likewise, there were statistically significant positive relationships between resilience and individual orientation, social orientation, and rule orientation. This means that employees with more resilient psychological capital are more likely to exhibit more individual-oriented, social-oriented, and rule-oriented behaviors at work. Resilient psychological capital makes employees more able to overcome setbacks and difficulties, maintain a positive attitude, and demonstrate more ethical behavior within the team. Similar to previous results, there were

statistically significant positive relationships between optimism and individual orientation, social orientation, and rule orientation. Optimistic psychological capital makes employees more confident in facing the future, more motivated to actively cooperate, and more willing to abide by rules and ethical principles.

Table 6

Relationship Between Psychological Capital and Organizational Ethical Climate

Variables	rho	p-value	Interpretation
Hope			
Individual Orientation	0.284**	0.000	Highly Significant
Social Orientation	0.494**	0.000	Highly Significant
Rule Orientation	0.522**	0.000	Highly Significant
Resilience			
Individual Orientation	0.187**	0.000	Highly Significant
Social Orientation	0.513**	0.000	Highly Significant
Rule Orientation	0.510**	0.000	Highly Significant
Optimism			
Individual Orientation	0.295**	0.000	Highly Significant
Social Orientation	0.518**	0.000	Highly Significant
Rule Orientation	0.572**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

The results of this study are consistent with those of several studies involving the link between psychological capital and organizational ethical climate. Research shows that psychological capital plays a mediating role between organizational climate and employee behavior (McCallum et al., 2023). The adjustment of employee behavior by organizational climate actually relies on the adjustment of employees' psychological capital. The organizational climate gives employees a more relaxed, harmonious, and upward collective environment. In this environment, employees' psychological capital will increase, and employees' optimism, hope, tenacity, etc. The increase in capital affects employees' actual behaviors such as innovation and performance, and ultimately feeds back to organizational benefits. Therefore, there is a correlation between organizational ethical climate and psychological capital, and employee value realization is actually regulated by the positive feedback between the two.

Components of the Human Resource Management Framework:

Perceived Organizational Support (POS): Institutional Support: This component focuses on ensuring that the bank’s institutional policies and practices are consistent with the well-being and development of its employees. It includes mechanisms to provide clear guidelines and support structures for staff. Supervisor Support: In this element, supervisors and managers play a key role in fostering positive relationships with employees, providing guidance, and ensuring a supportive work environment. Colleague support: Building a collaborative and supportive network of colleagues is integral to this component. It encourages teamwork, knowledge sharing and mutual assistance among colleagues.

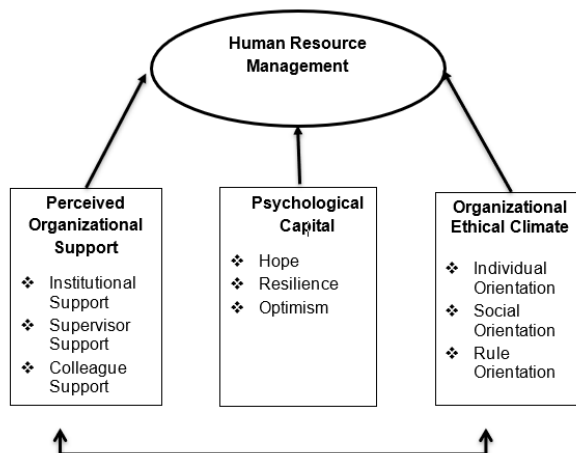


Figure 1. Organizational support, psychological capital, and organizational ethical climate: a proposed framework with inputs from the human resource management framework

Psychological Capital (PsyCap): Hope: Employees' optimism and hope can be encouraged through goal setting, ongoing learning opportunities, and career development plans. Resilience: Improving resilience involves providing resources and training to help employees cope effectively with challenges and setbacks. Optimism: Foster optimism by recognizing and rewarding positive contributions, promoting a positive work culture, and recognizing individual and team achievements. Organizational Ethical Climate: Personal Orientation: Create an ethical climate that emphasizes personal responsibility and ethical decision-making through ethics training, clear ethical standards, and channels for reporting ethical issues. Social Orientation: Promotes ethical behavior through social norms and peer influence, encouraging employees to behave ethically not only as individuals but as part of a larger ethical community. Rules-oriented: Establish clear rules, policies and procedures that are consistent with ethical principles and ensure compliance with legal and ethical standards.

Interaction within the framework of human resource management:

The proposed framework recognizes the interrelatedness of these components and their potential impact on employee performance. Organizational culture, shaped by perceived organizational support and organizational ethical climate, influences employee commitment to the organization. In turn, organizational commitment can have a positive impact on an organization's ethical governance practices. This human resource management framework represents a comprehensive approach to optimizing employee performance in Chinese banks, emphasizing the importance of a supportive organizational culture, psychological resources, and ethical behavior. It aims to improve the well-being of employees and the overall efficiency of the organization. Implementing the framework may require tailored strategies, training programs and ongoing evaluation mechanisms to ensure its successful integration into the banking industry. Additionally, regular evaluation and adaptation of the framework is critical to address changing organizational dynamics and industry-specific challenges.

4. Conclusions and recommendations

The Respondents revealed moderate agreement on the organizational support that they received, such as institutional support, supervisor support, and colleague support. The respondents have moderate regard on the psychological resources that are available to them in terms of hope, resilience, and optimism. Findings disclosed that respondents have moderate agreement on the organizational ethical climate in terms of individual orientation, social orientation, and rule orientation. Result shows that there is high significant relationship between organizational support, psychological capital, and organizational ethical climate. A human resource framework has been developed to improve employee performance.

The HR Department may create an employee resource group that will provide support and networking opportunities for employees with similar interests or backgrounds to enhance organizational support. The company may provide mental health support services and emotional intelligence training to boost employee well-being and resilience. The management may clearly communicate the organization's ethical expectations to all employees, this can be done through the code of conduct, training programs, and regular communication. The proposed framework may be adopted by the company to improve employee performance. To future researchers, they may conduct a similar studies using other variables like employee engagement, diversity and inclusion, and work-life balance.

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