

## The Effect of Implementation of Ethical Management-Based Systems on the Employee's Administrative Health in the Organizations

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### Abstract

The purpose of this study is identifying the factors affecting the moral health of people as employees in the organizations. The method to do this article is survey and data collection method is library studies. Also the data collection tool is note-taking. Generally, ethics in the organizations are defined as a system of values and Dos and Don'ts that based on them, the good and the bad of the organization is identified and bad or good actions are characterized. People have special moral characteristics that form their thoughts, words, and behavior. It may be possible when these people are in an organizational position; they behave differently due to some factors that these characteristics impact on the efficiency and effectiveness of the organization. On the other hand, being or not being of ethical behavior and performance can have positive or negative consequences at the level of organization. Therefore, in order to identify the factors affecting the employees' ethical behavior, the necessity and importance of ethics at all levels of an organization are described and then, it is concluded that being or not being of ethical behavior and performance can have positive or negative consequences at the level of organization and the administrative health can also be considered as a positive outcome and the administrative corruption as a negative outcome.

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### Introduction:

Today, analyzing behavior of the organizations, the ethics and moral values is one of the requirements. External symbol of the organizations is their moral behavior, which is resulted of diverse moral values. In this condition, non-observing of some ethical standards has created much concern in government and non-government sectors. Reduction of behavior standards in the government sector has prompted the researchers to search theory bases in this regard to provide the appropriate path of its implementation. Therefore, one of the major worries of efficient managers at different levels is how to provide appropriate opportunities for human factors working in all professions to work with their responsibility sense and commitment to the issues in the community and their profession to observe the ethics governing their profession. The first step in achieving these goals is the correct understanding of ethic concept and identifying the factors influencing ethical behavior of employees in the organization.

### Research Questions:

The main question of the research is:

What are the factors affecting human moral behavior as an employee in an organization?

Secondary questions of the research include:

-What are the factors affecting the employees' ethical behavior at the macro organization?

-What are the factors affecting the employees' ethical behavior at mid-level organization?

-What are the factors affecting the employees' ethical behavior at the micro organization?

The necessity and importance of ethical issues



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Basically, when a man is worthy of the name of human, who has human ethical; otherwise he is a dangerous animal, who destroys and fire everything using human intelligence, he launches the war to achieve Material illegitimate interests and they sow seeds of division and discord to sell their devastating weapons and kill innocent people (Toulaie, 2008).

### **Concept of Administrative Ethics:**

This issue has attracted much attention in the last decade; the reason should be the events happened in the recent decades such as globalization, development and growing demand for accountability and social responsibility from the legal and political authorities' vision. Administrative ethics has become a reform movement in public administration that study and identify the administrative rules and regulations of administrator human behavior and positions such as ethical charter formulation, designing the rules and standards of behavior, ethics training, ethics management, ethical making- decision, ethics culture and atmosphere and ethical infrastructure (Toulaie, 2008). It can be said that if an ethical infrastructure has the proper functioning; it provides the environment that standards and good personal behavioral indicators can be encouraged and supported (Faghihi and Rezaie Manesh, 2005).

### **Factors Affecting the Employees' Ethical Behavior**

Factors affecting the employees' ethical behavior can be placed in three general categories:

A-Macro level: related to factors that there are at the external environment. These factors are usually not under the control of organizations and are imposed through upper systems.

B-Mid-level: Refer to the organizational level factors. Organizations usually have good maneuverability on these factors and most of them can be controlled through organizational policy and applications.

C-Micro level: Refer to the individual level factors. These factors are in the organization employee and the organization can affect some factors of this level by changing the middle-level factors (Toulaie, 2008).

### **Factors Affecting Ethical Behavior in Macro, Middle and Micro Levels**

#### **1-Macro level factors affecting ethical behavior**

Culture: The culture at macro level is what ethnicity has close relationship with people. Different cultures cause the non-similar and inconsistent ethical standards.

Economy: Economic conditions of the organization cause unethical behavior in it. Long-term economic standards are more correlated with moral decisions. Unstable economic conditions and competitive pressures can lead to unethical behavior in the organizations.

Economic Environment: Unstable political conditions can affect moral behavior.

Technology: Technology can affect an increase in unethical behavior in the organizations such as eavesdropping, recording e-mail etc.

Religion: Religious sentiment is one of the important moral regulators among people.

Law: Sometimes the laws are vague and people cannot use these laws in ethical challenges that they are involved in them. Most of the time people think that their work is ethical because it does not have the legal problem but the legality and ethical do not essentially have the same meaning (Ingrid Naude, 2004).

#### **2- Middle level factors affecting ethical behavior**

Competition: Competition actions can be moderators of moral decisions and behavior.

Reward System: Financial and non-financial rewards will promote immoral behavior.

Behavioral Principles: The organization's ethical policies significantly reduce non moral decisions.

Job features: the jobs with the external communication potentially have more opportunities to create ethical dilemmas rather than the jobs with internal organization communication. More job is focused, more likely there are moral decisions.

Resource: Scarcity of resources and shareholders' pressure may be a violation of ethical behavior within the organization.

**Organizational Culture:** Culture could create collective norms that guide the behavior. Several factors including the company's goals, expressed policies and culture of the organization or participate in workplace strongly affect the managers' decisions about the moral or immoral act. Company culture and formal structure of the organization has extraordinary impact on employee's moral condition.

-Organization goals: when the main goal is defined as the rate of investment return, ethical practice becomes a secondary goal.

-Manager's behavior: Management itself is a role model and should not send vague messages; in practice, it should not follow another standard function while it talks about the certain ethical standards. Senior management must not promote the immoral behavior. On the other hand, the ethical behavior of the company and the industry should be promoted and strengthened.

-Organizational environment: the organization environment is a common and consistent understanding of the important psychological aspects of the workplace.

-The authority: Senior managers find the ethical problems less than the lower position employee. Also the managers' middle areas are often profit centers, so there is much pressure to solve making decisions problems in profitable actions.

-Performance evaluation: Functional goals should be available and reliable and be transferred well and reflect ethical standards. Pressure and unreasonable expectations lead to unethical behavior.

-**Authorities:** Awareness of the colleagues' performance has a huge impact on the people's immoral behavior. The head also has a severe impact on the subordinates' ethical behavior and ethics. If the organizations like affecting their members' ethical behavior, they should focus on those right authorities and reinforce that behavior. Colleagues' pressure is one of the important variables in predicting the deviant behavior (Ingrid Naude, 2004).

### 3- Own-level factors affecting ethical behavior

Attitude: it means how much the people consider involving in a particular behavior as a good or bad action. More favorable the person evaluates the behavior, more willingness he shows to run that behavior.

Intention: If decision-makers have the ability to behave in an ethical way, there is no guarantee that act such that, unless they intend to act ethically.

Self-esteem: People with high self-esteem resistance against the motives and follow their opinion more than those with low self-esteem. People with high self-esteem usually show more consistency in ethical and perceptual relationships and usually do what they think is right.

Control center: People with external control less accept the responsibility of consequences of their actions and rely less on internal controls of good and bad behavior. People with internal control center more rely on ethical argument.

Field Dependence: people with field dependence mostly use foreign social authorities as the guide of their behavior. People with field independence do not pay much attention to social authorities for their behavior and do their work with more authority.

Demographic: Older people tend to give lower scores to the moral argument. The higher the level of education is, the more tend to give scores to moral argument. Different gender roles, religious beliefs, age, work experience and nationality are the factors which affect people's ethical decisions.

Parental influences: Moral development and individual's behavior are influenced by adults, especially parents.

The level of moral development: The moral development level impact on individuals' decisions about right and wrong works.

Values: Decision-maker personal values affect his decision. In professional life, personal values get moderated by other forces that exist within the structures of the organization. This stress can change the role of individual's personal value in decision-making.

Beliefs: Beliefs also have a considerable effect on moral decisions (Ingrid Naude, 2004).

### Conclusion:

Ethical behaviors and performance can cause positive or negative consequences at the level of organization. Administrative health can be considered as a positive outcome and administrative corruption as a negative outcome. According to this definition, administrative corruption is considered as the actions which caused by the application of government or government-dependend agencies power in order to gain individual or group financial profits. Results of administrative corruption are naturally opposed to the interests of people. Administrative corruption generally occurs in the form of bribes, nepotism and conflict of interests. On the other hand, in a foreign research, administrative health effects have been as follow: Financial health, organization profitability, access to new markets and products, employee participation in organizational

decision-making, appreciation of employees' participation in works, employee development, continuous learning, effective communication with organization customers, clear goals, performance management and promotion of employee. As it is seen, there is a close relationship between factors influencing on the ethical behavior and performance and moral outcomes. For example, the authority has been proposed as one of the factors influencing the ethical behavior. Non-clarity of the goals and ambiguity in them can lead to administrative corruption; however having the clear goals for long-term and short-term can strengthen the administrative health. Reward system as an effective factor also can help to change the employees' participations in an appropriate way. Thus the field and verbs ethical behavior and provide administrative organization promotes health. Thus it provides the field of ethical behavior and actions and promotes the administrative health of organization. The results of this study indicate that in fact, the employees' main motivating factor of an organization in implementing of corruption or organizational and administrative observance, Significantly depend on the approach of organizations managers and how realization of the workers' rights and employees through the rules made by them.

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