

A Survey of the Relationship between Organizational Culture and Ethical Behavior of the State Organizations Staff in Kerman (Kerman is a city in Iran)

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Abstract. The goal of this research is to study the relation of organizational culture and ethics in public organization of Kerman (city in Iran), i.e. to study organizational culture and its relation with ethical behaviors of employees. To do so, this research attempts to recognize and describe the kind of organizational culture governing public organizations of Kerman and explain what sort of organizational culture leads to ethics. The role of some variables as age, gender, years of service, and degree of education in ethics is also studied. The method of this descriptive method has the form of correlation, and statistical community consists of all 1915 employees of Kerman public organization, which 322 employees selected based on Cochran formula. 2 questionnaires used to collect data and evaluate organizational culture and ethics of employees. Both descriptive statistical methods as table of frequency distributions, graph, and interval, as correlation coefficient of Kendal and Spearman and least squares used to analyze data using SPSS software.

Results indicate that:

- 1: there is a relation between organizational culture and ethics of employees in Kerman public organizations.
- 2: there is a relation between flexibility and ethics of employees in Kerman public organizations.
- 3: there is a relation between misaiming culture and ethics behaviors of employees in Kerman public organizations.
- 4: there is a relation between stability and ethics behaviors of employees in Kerman public organizations.
- 5: there is a relation between participatory culture and ethics behaviors of employees in Kerman public organizations.

Keywords: Ethics, ethical behavior, culture, organizational culture

1. Introduction

When we speak about organizational culture, organization's characteristics often come to the mind. Many theorists agree in this field that by organizational culture, we mean a system of common inference that members have relative to each other and this same characteristic results in the separation of two organizations. (Rabinz, 2008: 372). In fact, organizational culture is a pattern of common values and beliefs that causes an organization to be meaningful and provides some orders for their behavior in the organization. Therefore, organizational culture is the combination of even client's culture gathered under the organization's umbrella and made a special atmosphere in the organization.

Organizational culture has various classifications, one of which is as follows from the point of view of Denison:

- 1: Mission culture
- 2: Adaptability culture
- 3: Consistency culture (bureaucratic)
- 4: Involvement culture

A successful organization is one in which various characteristics of employees are understood and decision making is based on this recognition and understanding. On the other hand, employees' behavior affects on function of the organization and is revealed in two ethical and non-ethical forms they in fact result from individual's characteristics and their job environment (Moghimi, 2002: 174).

Organization is a group of people in which the role of its members is to perform and develop duties that have been entrusted to them. If ethics govern the organizations, and ethical principles are observed by organization and its members, it will be successful in several ways and avoids its loss. First ethical principles are established as a value in the organization. Second, there are clear, friendly and effective relationships between an organization and its members. Finally we witness dynamism and positive function of the whole organization Problem description:

Today considering ethics and their related fields results in many concerns and anxieties in various organizations especially public sector.

Lapse in suitable behavioral criteria in the organization's and specialists to look for suitable theoretical bases in this field and provide its suitable scientific and executive path. (Givarian, 23: 2004).

According to Dennis Iyoos "we should change social and organizational systems toward ethics, otherwise it appears that we made them to drive in a desert without any map" (Lawton, 2000: 34).

Public organizations and healthy employees having suitable ethical behaviors may be major factors of development and developing process of the society. For the promotion of safety in public organizations which is one of the foundations of establishing a constant development, we should consider the improvement of ethical behaviors, because safe, healthy, ethical and respondent organizations are able to make true and suitable decisions and generalizations. Ethics place in management is considered as a centered discussion by thinkers and theorists of management area. Due to the increase of functional significance and its role in business area and exploitation, many of the successful managers throughout the world have achieved a special status in the field of ethical values and principles and strong observance of professional ethics in the area of management and leadership. This significant point is also emphasized in compiling essentials and strategic principles of the organizations (Mohsen Vand, 2009: 30). Considering ethical behaviors has a special place among managerial styles. And since our society is valuable and Islamic, the role of ethical behaviors and attempt for these behaviors and attempt for behaviors to be formed, is one of the purposes of the organizations and their management. It should be reminded that ethics is not necessarily related to a special rule or religion, since ethics exist in all human communities. There are many factors and areas that can form ethical behaviors in the organizations or have an effect on the formation of ethical behaviors of employees. One of these factors is organizational culture. Since ethical behaviors of employees may have much effect on doing services and suitable performance of the organization's duties, and with respect to the significance of organizational culture as one of the most important factors affecting ethical behaviors of employees, we should attempt to provide a suitable area for the increase of the recognition of organization's managers to encourage ethical behaviors of employees and it is achieved by revealing the role of a suitable organizational culture. In order to ethical behaviors, first we should study culture governing organizations and recognize it in order that its first step recognizes effective points and provides the area of cultural promotion and ethical behaviors.

2. Research objectives

Primary objectives:

- 1: To study organizational culture in public organizations of Kerman and describe it
- 2: To study ethics in public organizations of Kerman and describe them
- 3: To study the relationship of organizational culture to ethics in public organizations of Kerman and analyze it

Secondary objectives:

- 1: To study and describe organizational culture based on mission and analyze its relationship to ethics
- 2: To study and describe organizational culture based on adaptability and analyze its relationship to ethics
- 3: To study and describe organizational culture based on consistency and analyze its relationship to ethics
- 4: To study and describe organizational culture based on involvement and analyze its relationship to ethics

3. Research theories

Primary theory:

There is a relationship between organizational culture and ethical behaviors of employees in public organizations of Kerman.

Secondary theories:

1: There is a relationship between adaptability culture and ethical behaviors of employees in public organizations.

2: There is a relationship between mission culture and ethical behaviors of employees in public organizations.

3: There is a relationship between consistency culture and ethical behaviors of employees in public organizations.

4: There is a relationship between involvement culture and ethical behaviors of employees in public organizations.

4. Research literature:

Ethics is a group of intellectual values and principles which determines badness or goodness of a person or a group's behavior.

It is the way that we deal with "bad" or "good" problems with observing intellectual duties and responsibilities

Ethics refer to behaviors that correspond to ethics model (benefit, rights and justice model). (Briefly it means that they should apply benefit, rights and justice to people).

5. Some parts of ethics are as follows:

To keep the promise of clients and other beneficiaries (employees, share holders and local society). lack of personal and disallowed use of occupational success and organizational equipments, To keep the safety of social environment, lack of Violation of laws, lack of misappropriation, just behavior and observance of the rights of the organization's beneficiaries (employees, clients, shareholders and society), timely exit and entrance from/to the work place, equitable rates of products, lack of receipt of illegal funds, to provide and response to the products based on clients' demand, to keep clients' respect, lack of discrimination in payments, employments, promotion and performance of other organizational affairs, lack of misleading propaganda about products, quickness in doing duties, lack of disclosing the personal facts (disease, divorce, debt, ...), involvement of organization's beneficiaries in organizational affairs (Givarian, 2004, 40)

6. Organizational culture:

There are various definitions about organizational culture. According to Edgar Shain "organizational culture is an accumulation of common learning during the history and refers to structural strength, its sample and evolution" (shain ; 1997:20). Generally, organizational culture is a perception that people have about their organization, and it exists neither in the organization nor in individuals, special characteristics of an organization show usual and consistent properties that distinguish people from each other (yazdi, 2009: 4). Organizational culture is a connected bed that links the organization's element (quinn, 1999: 47). According to Rabinz "organizational culture determines the way of doing affairs in the organization for employees, it is an identical perception of the organization observed in all members of the organizations. It shows usual and consistent characteristics that distinguish the organization from others. In other words, organizational culture determines social identity of each organization" (sayed javadin, 2008: 417).

7. Adaptability organizational culture:

An organization with this culture has a variable and adaptable environment with business strategies focused on outside the organization. In this culture, those moralities and beliefs by which we can recognize and interpret available requirements in the environment and show a suitable reaction, are emphasized and

strengthened. Such organization reacts against new requirements rapidly and is able to change its own structure, rearrange for doing a new business follow new behaviors. In organizations with adaptability culture, organization's strategy involves variation of products in addition to an adaptable organizational structure in order to conform to the environment.

8. Mission organizational culture:

An organization has mission culture that its strategies focused on the outside environment, but its environmental requirements are nearly constant, so it is not necessary to change its own structure rapidly. In this culture, common viewpoints are considered a lot (with respect to the organization's objective). Because type of the activity determines the organization's members, And an organization with this culture, selects its own strategy for coordination with environment, variation of products, and improvement of their quality.

9. Involvement organizational culture:

In an organization with involvement culture, environment's needs change rapidly, and at the same time, the organization's strategy is focused on considering inside affairs in this culture, involvement of the organization's members in affairs for providing variable environmental needs is considered a lot.

An organization with involvement culture, performs based on the fact that it should be focused on providing the environment's need more than any thing else. In this culture, organization's members and employees are considered a lot, and their involvement results. In the experience of feeling of responsibility and ownership and finally obligation. An organization with involvement culture. Selects its own strategy for adjustment to the environment, and adaptability of its own organizational structure.

10. Consistency organizational culture:

Those organizations that usually have a constant environment and their organizational strategy is focused on in side environment, have consistency (continuity) culture. In this culture, way of doing tasks is emphasized more than anything else. Values and moralities may confirm previous constant methods and traditions performed to achieve the organization's objectives. Here consistency (continuity) of business methods and their adjustment to current traditions are considered lot. An organization with such a culture neither has variation of products nor an adaptable structure, and it may just improve their quality for the adjustment to the environment. It should be mentioned that in each organization, there are some micro cultures in addition to one special culture especially when the organization is large. But in any case, senior managers of the organization attempt to generalize the intended culture in the organization's level by using traditions, symbols, method of management, personnel selection,...

Ethics:

Ethics is a group of intellectual values and principles which determines badness or goodness of a person or a group's behaviors.

It is the way that we deal with "bad" or "good" problems with observing intellectual duties and responsibilities.

Ethics refer to behaviors that correspond to ethics model (benefit, rights and justice model). (Briefly it means that they should apply benefit, rights and justice to people).

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Ethical behavior:

Ethical behavior is an action performed based on reason and has human aspect (Moghimi, 2002: 173).

Research method:

With respect to the fact that research subject is to study the relationship between organizational culture and ethics in public organizations of Kerman, research method is descriptive in a correlation form, implemented by the method of field researches, because research method describes the variables in a real and complete form (Bast, 2003: 142) This research is also a part of applied researches from the point of view of objective. Delphi technique is used in various stages of research.

Statistical community:

Statistical community of this research consists of all employees of public organizations of Kerman with 12 organizations and 1915 employees.

Sampling method and sample volume:

Sampling method in this research is in a classification form and is proportionate to community volume, because number of employees of various organizations is not the sole, and participation of employees of each organization should be as much as their share in statistical community that organization. In any case, sample number in above- mentioned research is 322 people selected randomly among statistical community as much as 1915 people.

Where N is the volume of community under study, p is the percent of property distribution in community, q is the percent of people lack that property in the community, $z=t$ is variable size in natural distribution, d is the difference between real ratio of the property in the community with estimate rate of the researcher for that property in the community.

Tools for gathering data:

There are many tools for measuring data, the most significant of which is questionnaire. In this research, a questionnaire is used to gather data in the field of ethical behaviors of the employees. This questionnaire consists of 28 open- ended questions with 5 answers as completely disagree, disagree, relatively agree, agree, completely agree. 4 questions raised to evaluate each element of ethical behaviors.

Method of gathering data:

For gathering data, at first, enough copies of questionnaire prepared, then after writing address of each organization, a questionnaire provided for the employees of each organization with some explanations. Some employees completed the questionnaire in the presence of researcher. Some of them determined a time to complete the questionnaire and returned it to researcher and others evaded answering but after frequent insistence of researcher and some explanations as “this task is just a research without mentioning the organization’s name”, they convinced to answer it.

Retest method used to evaluate reliability of tools for gathering data. And 10 employees selected randomly and tested. After 10 days, they completed questionnaire again and returned it to the researcher.

Method of analyzing data:

In this research, various tables and diagrams used to describe data. Kandal and spearman tests and method of chi square used to determine the correlation between primary variables (organizational culture and ethics) and intermediate variables. All statistical analyses implemented by SPSS software.

Research theoretical framework:

Moral and immoral behavior in the organization influenced by many factors. In this way, some questions raised as follows: Do immoral and bad-tempered people result in immoral behaviors?

Does an occupational environment which promote immoral activity, is the reason of immoral behavior? (Moghimi, 2002: 174). Studies indicate that moral and immoral actions are the result of people characteristics and occupational environment (the same source), so that perceived expectations of employees from the organization, rewards, support of moral behaviors in the organization may be effective in the decrease or increase of moral or immoral behavior.

But generally people with stronger morale, probably make less immoral decisions, and organizational environment can promote immoral behavior. In such atmosphere, people can perform as a sample by considering basic values of the society (Moghimi, 2002: 176).

On the other hand, one of the factors that forms organizational environment or organizational atmosphere, is organizational culture by which organizational atmosphere may be evaluated. So organizational culture may be effective, because ethical problems are considered as parts of daily affairs. Organizational culture has a significant role in success or lack of success of an organization and may influence on employee's behaviors. There are many definitions and classifications in the field of organizational culture. But as mentioned before, Denison classifies organizational culture into four groups as follows:

1- Mission culture 2- Adaptability cult 3- Consistency culture (Bureaucratic) 4- Involvement culture

With respect to the study of many books and essays in the field of organizational culture, the researcher decided to select Alen lovton's model as the basis of his work in the field of classified organizational culture of Denison and ethical behavior while mentioning the restrictions about theoretical model of ethics. He also decided to study the relationship between organizational culture and ethics.

Discussion:

Organizational culture passes a distinct path in the course of development of management knowledge. Gradually, with the development of the organizations and the increase of changes, the role of organizational culture will be more obvious. The role of factors that form organizational culture like values and beliefs is very clear to achieve organizational objectives of successful organizations throughout the world (Najaf beigi, 2005: 186).

The impact of organizational culture on the success of the organizations is very great, and it may be studied from 3 aspects:

1- The role of guidance 2- The role of pervasiveness 3- the influence of culture on the employees and their behaviors (the same source).

According to these effects of organizational culture, we can emphasize its significant effect on employees' behaviors, and in this research, theoretical employees' behaviors, and in this research, theoretical evidence indicates that there is a relationship between organizational culture and ethics. Obtained analyses also proved this relationship in this community. With respect to the calculated positive between organizational culture and ethical behaviors. There fore, we can suggest that the stronger an organizational culture with better evolution, the more insistence on ethical behaviors among employees and their implement.

With respect to the calculated positive correlation (%46, and %54), there is also a direct relationship between two variables. Therefore, more ethical behaviors are expected from employees by increasing their adaptability to the work environment. With respect to the obtained results of tests and calculated positive correlations (%39, %47), there is a direct relationship between two variables. So more increase of ethical behaviors is expected from employees by increasing value and significance of work methods. With respect to the calculated positive correlations, (0/56, 0/65), there is a direct relationship between two variables. So the more increase of employees' attention to the organization's mission and objective, the more increase of ethical behaviors is expected from them. Diagram also shows that ethical behaviors increase by increasing employees' attention to the organization's mission. Based on available relationship between two variables, and its positive correlation, more increase of ethical behaviors is expected from employees by increasing employees' involvement in decision making. Obtained results from the research indicate the role of guidance of organizational culture in the development of ethical behaviors shown clearly by tables and diagrams.

Recommendations:

1- More adaptability is recommended in the organizations so that its effect is observed clearly on the development of ethics and ethical behaviors, because adaptability results in the formation of new structure and change of organizational behaviors.

2- More involvement of the personnel is recommended in the organizations, so that they experience more feeling of responsibility, and response to the clients in addition to the managers.

