

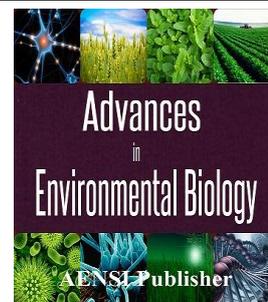


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Study of the Effective Factors on Ethical Behavior of Personnel and Administrative Health in Governmental Organizations of Yasouj City

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ABSTRACT

Ethical issues are continually connected with organizational, professional, and daily activities. These issues are essential in decision making and policy setting in various fields such as human resources, marketing, manufacturing, financial affairs. The aim of this research is the study of connection between factors on ethical behavior and administrative health in governmental organization in Yasouj city. In order to identify the number of sample, we used Cochran relation because that the statistic population is limitless. The number of samples using this relation is 384. The results of illative analysis have shown that the internal environment factors are the most important ones effect on ethical behavior. Furthermore, there have been a positive relation between external environment factors and personal behavior.

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INTRODUCTION

The behavior do not associate necessarily with any particular rule or religion. The morals are in all societies. Ethics are a set of do's and don'ts that encourage people to repress their desire and in case of not doing the ethical principles we feel being guilty and shameful.

These days, organizations have been increasingly involved themselves in issues that is called ethical dilemma. It means that it is necessary to redefine the ethics since the border between moral and unmoral acts have been destructed. In general, human beings, in personal aspect, have special ethical attributes that formed their thoughts, speech, and behavior. These persons, if they appointed in especial administrative place, because of some reasons have totally different behaviour. These attributes can effect on efficiency of the organization. On the other hand, moral or unmoral behaviour can lead to positive or negative results in the organization. The manager should provide a health environment in which the employees can work with the maximum efficiency.

Literature review:

Pervious Researches in Iran:

Ronaghi *et al*, demonstrated in his research that was study of behavior of employees in private banks in Iran. They found that there is positive relationship between employees' behavior and customers' satisfaction that leads to client loyalty.

Moghimi found that the major substance of an organization is its ethical behaviour. A comprehensive approach in this field is promoting the culture of administrative behavior. These are considered in decision making process, performances, profit, and other strategic issues.

Mazaheri rad found that many of the behaviours and decisions are affected by moral values. Man power in both individual and as well as group forms is the most important factor of competition. Hence, personnel acts and consequently the organization act and its prosperity are affected by their view and judgment on wrong and right. Therefore, regarding of moral principles in organizations is inevitable. In addition, there is a tight relation

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between effective agents on behaviour and moral performances and consequents. As an example, the described authority is one of the effective factors on moral behaviours. In posts which have a great authority and decision making, in case of lacking monitoring, abusing is likely to incident. Furthermore, ambiguous of goals may lead to administrative corruption. In contrast, a clear program in either short-term or long-term can improve the health of organization.

Administrative health:

Sheikhi, found that effective factors on ethical value development are associated with current ontological and anthropological foundations of the personnel as well as are affected by three factors of value, internal and external factors. Hence, three types of intellectual and ideological reform actions, within and outside the organization is essential.

Afzali [2] in his research "administrative corruption and its effect on development" found that there is a direct relation between administrative corruption and failure in undeveloped countries. In addition, it shows there is a relation between the level of the nation and corruption.

In case of lacking of responsibility, monitoring, and control system, the administrative environments are potentially susceptible to move towards corruption. Corruption don't have border.

The studies show that the corruption and embezzlement are not specialized to a particular group or nation or country. Therefore, it is needed to cope with it in international level.

In order this, use of global experiences and results and share them in various international conferences and seminars are useful tools to cope with corruption. Each country needs to cope with this dangerous phenomenon regarding its geographical location and governmental condition. This combat can be successful in case of planning and receive support from Maleki in a research studied on the impacts of administrative health on job satisfaction of the employee who were working in Astan Ghods-e- Razavi library. There was a positive relation between job satisfaction and administrative health. Customize of authority and responsibility in administrative levels and decrease of parallel structures and administrative focus and delegate the options to the low levels, reform of monitoring systems and increase public monitoring can improve administrative health.

Pervious Researches in foreign nations:

Banerjee in his research used a behaviour model in twenty one companies and predicted ethical and unethical behaviours.

The intention of moral behavior, moral judgment, and normative beliefs impress the workers. Normative belief has a meaningful relation with behaviour intention. He also stated that stability between intention of moral behavior and primary impacts may affect by three variable of ego strength, locus of control and ethical climate. According to the results of this research, moral behaviour of staff is impressed by normative beliefs, different control locus, and particular environment.

Diane in a research to determine of managers' behaviour based on job, location and climate of organization of 120 workers of managers in US showed that the workers preferred moral values more than other aspects of the moral climate. There was not a relation between professional post and moral behaviour. Thomas *et al*, in his research among 484 market managers in US showed that the organization has key role in bahviour of the personnel and moral values may has effect on key variables. Furthermore, they found that the higher level of moral behaviour has a positive relation with civic behaviour. Jeri in his research about client's moral behaviour between workers in 20 production companies determined that moral codes are the standards of the professional behavior in the organization. Shantini, in his study selected 123 staff out of medicine workers in Malaysia and found that colleague behaviour, prosperous performance of managers and background are effective in workers' moral behaviour. Education, professional behaviour have not effect on moral behaviour. Agastas in his research that was done among workers in private sector(267) found that there are significant relation between honesty, contrast, responsibility, reward, standards, rules, procedures, compassion, instrumentalism and moral climate. In another research that was done by Bamhart conclusion showed that primary and effective factors on unethical behaviour are prosperous behaviour, colleague behaviour and official policies. Hunt *et al* carried out a research to find the difference between ethical culture and moral values. They found that moral values are the basic culture of the organization. They described the moral values as a personal value of the managers.

Conceptual model of effective factors on ethical bahaviour of the personnel:

Literature review shows that in term of effective agents on ethical behaviour, various models have been developed around the world. The most important models include:

- The model of ethic in marketing by Bartels
- The model of personal cooperation
- The model of ethical and unethical decision making behaviour by Bommer, Grato, Gravander, Tuttle,
- The model of ethical behaviour stand, worrel, stead
- The model of stimulate ethical behaviour in organizations Mcdonald and nijhof

- The model of ethic frame painter-morland

In general, the study of these models demonstrate that different effective factors have been determined. In most of ethical models, there are similar factors that can be grouped in three levels:

- a) Macro level: these factors are associated with external environment of the organization, these factors are not controlled by organizations and imposed by other systems.
- b) Intermediate level: these factors are in organization system, and can be controlled by organizational planning and policies.
- c) Micro level: this factors include factors in personal level. These may alter by policies and planning in intermediate level.

Macro level factors affected on ethical behaviour:

Culture: this factor in macro-level closely is associated with ethnicity. Different cultures cause heterogeneous ethical standards. Culture is considered as a guide for performance of people. The elements in culture, gradually change and may be converted into progressive or back down elements. These elements usually show the performance route. All of these elements can change the personality of people or group or nation. **Economy:** economic circumstance (such as financial issue) may cause unethical behaviour in the organization. Economic standard in long period has significant correlation with ethical decisions. Unstable economic condition and competitive pressures can lead to unethical behaviour. **Political condition:** unstable political condition can effect on ethical behaviour. Pafar defined the activities inside organizations to acquire, expand, and apply power and other resources to achieve preferred approaches. The politic has approximately a negative meaning. Pafar believes that people try to use tools to achieve the aims that are not allowed in the organization. In fact, political behaviour is completely natural, because power is not intrinsically negative. However, the majority of managers are unsure about an environment with politic feature. Administrative politic includes performances to protect or increase personal or group's profits. Administrative politic is considered as non-functional. This definition states that administrative politic can be utile for members or organization.

Political behaviour in organization includes deliberately acts that protects the personnel's profit.

Intermediate-level factor affected on ethical behaviour:

Compete: the performance of competitors can modulate ethical decisions and behaviour. **Reward system:** financial and non-financial rewards can encourage unethical behaviour. If the reward system neglects unethical behaviour of some members, qualified workers may act inappropriately. When the organization promote the post of liar or cheater members, the unethical behaviour principals may expand in the organization.

Ethical behaviour: ethical principles of the organization notably decrease unethical decisions. **Job specification:** the jobs which is related with outside the company potentially would be unethical. **Resources:** resource shortage and stakeholders pressure may cause unethical behaviour in organization [7]. **Administrative culture:** culture can cause norms that are the guidance of the behaviour. Administrative culture is belief system, values and basic pattern of behaviour in the organization that are formed during time and accepted by workers. According to this definition "values" are the basic element of administrative culture. Values are originated from basic belief and impress behavioral pattern. Administrative culture has impacts on all administrative aspects. The culture of the company and its official system have dramatic impacts on personnel behaviour. The administrative culture justify the members and send this message that which performances are acceptable. A strong culture (in comparison with a weak culture) have better impacts on managers. **Aim of the organization:** when the primary aim is just invest rate, then ethical behaviour becomes as the sub goal.

Manager behaviour: senior management is a role model and should not send ambiguous messages. Senior management should not encourage unethical behaviours and also ethical behaviours should be enhanced.

Senior manager in non-functional organizations that budget and power are not disturbed fairly. Fair distribution leads to equitable distribution of wage and reward appropriately. In fact, organizations need power and asset to progress. The organizations in which that power and budget are not distributed fairly, then personnel try to take participation to be benefited. When personnel are not be able to introduce themselves by working and talking, then they try to be benefited by cheating, flattering. A management who does not work fairly, will be the pattern to the personnel. **Atmosphere of the organization:** atmosphere or the environment, is one of the most important psychological aspect. The type of the relationship creates the atmosphere. It is the public perception of the workers from the environment and can be affected by official and unofficial organizations, personalities, requirements and the leadership. Letvin and Stringer defined the atmosphere as a perception of staff and their feeling about responsibility, structure, reward, intimacy, support, identity, risk taking. Different organizations have various atmosphere. The atmosphere is the results of the performances and acts and can raise their spirit and motivation. The atmosphere can act as a tool to link sensitive and touchable aspects with personnel's behaviour. **Authority:** senior managers face less with ethical behavior. In addition the intermediate posts are pressured more to gain profit. The level of the post and their authority have effects of behaviour. **Performance evaluation:** the aim of the performances should be practical, reliable, transferable, and

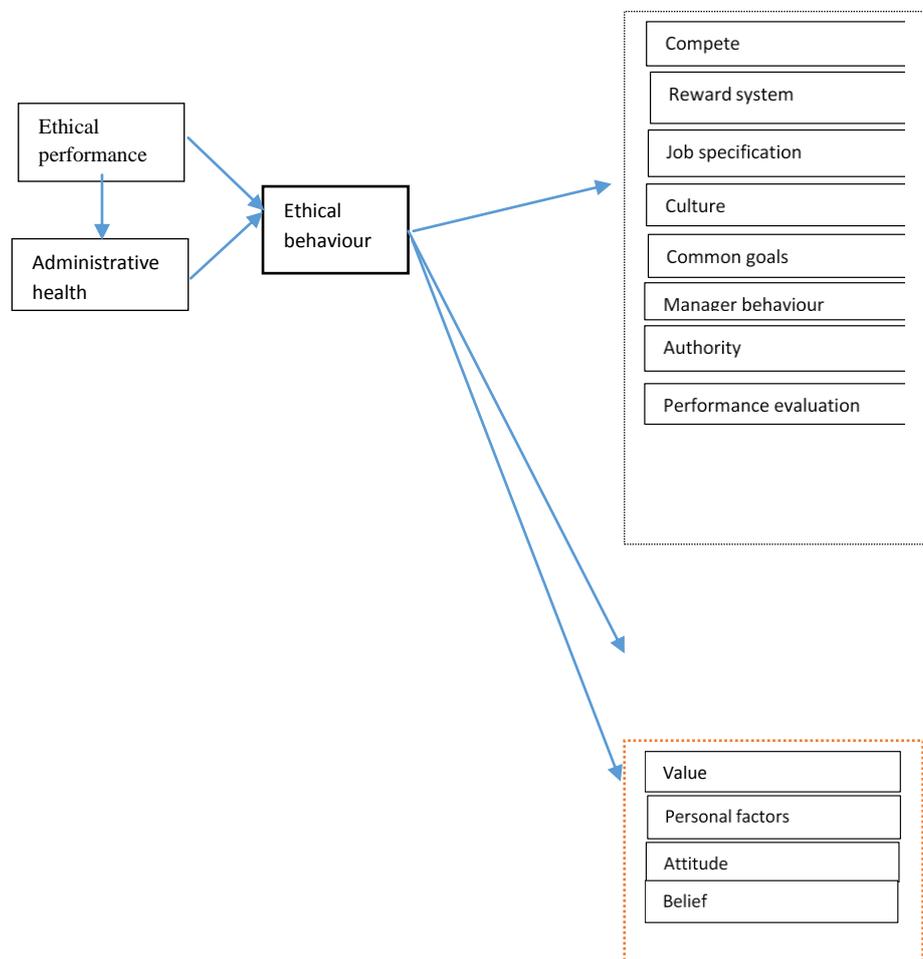
standard. Reference people: awareness of the colleagues' performances has great impact on unethical behaviour. The supervisor has an intense effect on the behaviour of the subordinates. So organization should focus on the reference people to encourage a particular behaviour. The pressure of the colleagues is one of the most important variable in behaviour expectancy.

Micro-level factors:

Attitude: It means the perception of the personnel to involve good or bad behavior. The more desirable, the more tendency to commit it. Intention: if the decision makers are able to behave ethically, there is not the guaranty to act properly. Otherwise, they deliberately will to act it. Self-respect: the members who have the high level of respect can insist more and defend their beliefs. Control center: the member with less external control accept the consequent of their acts. The people with internal control center have more ethical behaviour. Demography: the older members are likely more to behave ethically. The higher education, the more ethical behaviour. Parent's impact: ethical behaviour impressed by parents. Values: personal values of the decision makers have effects on decision making. Beliefs: the beliefs are effective in behavioural decisions [7].

Conceptual model of the research (mental map):

All the research studies are based on conceptual frame that determine the variables and the correlation between them. This conceptual frame has other captions such theoretical frame, mental map, analytical tools. Each research basically needs a mental and conceptual model in that variables and their correlation are drawn. So the model of this study demonstrates the variables and the links between them.



Methodology:

The aim of this research is applicable since its conclusion will be used directly. The method in this research try to answer the questions. Therefore the method is descriptive based on survey.

Research method and data collection:

In this study Data collection is based on both library and as well as field survey. We used library method to extract and collect primary information particularly about questionnaire design. It helped us to find methods,

after questionnaire provision, they were distributed between statistical community and then they were collected and transferred in to computer to final analysis.

Statistical community:

The statistical population in this study is all people who were working in governmental organization in Yasouj”

It includes 34 organizations and totally the number of staff was 6986.

Sample size calculation:

In order to calculate the size of the community we used Murgan table. In this table, the size of sample can be determined by the statistical population.

Considering the size of the population that was about 7000, the sample size was 364. In this research to achieve precise results we used 400 samples.

Sampling methods:

The method we used to sample was category method. In this method first, the whole community was divided into equal parts and some samples were selected randomly.

Data collection tools:

Regarding the problem and questions a questionnaire were provided to collects data.

Stability:

To test the stability of the questionnaire we used Cronbach α (formula 1). The questionnaire was designed in Likert Spectrum so the most appropriate method is the Cronbach α coefficient.

$$\alpha = \frac{K}{K-1} \left(\frac{\sum S_i^2 - S_1^2}{S_1^2} \right)$$

To examine the stability, 20 questionnaires were distributed among employees. The stability test shows the statistic confirmation of the research variables. The results have been shown in the table1.

Table 1: Calculate Cronbach α coefficient.

Cronbach α coefficient	Variable
0/754	The factors of internal environment- compete
0/789	The factor of internal environment- reward system
0/821	The factor of internal environment- job specification
0/803	The factor of internal environment- administrative factor
0/787	The factor of internal environment- common goals
0/741	The factor of internal environment- manager behaviour
0/768	The factor of internal environment- authority
0/701	The factor of internal environment- performance evaluation
0/799	The factor of internal environment- employees collaboration
0/839	The factor of internal environment- personnel
0/814	The factor of external environment- society culture
0/711	The factor of external environment- economic circumstance
0/764	The factor of external environment- policies and rules
0/772	The factor of external environment- technology
0/881	Personal factors- ethical attitude
0/720	Personal factor- ethical beliefs
0/831	Personal factors- ethical values
0/747	Ethical behaviour of the employee
0/730	Ethical performance of the employee
0/842	Administrative health

As can be seen, Cronbach α coefficient of the all factors are more than 0.7 and this demonstrates that all are confirmed.

Analysis methods:

Using descriptive methods, collected data were categorized. In descriptive analysis, the researcher collects data in table and shows it in diagram.

In the next step in order to examine the normal distribution of the data, we used Kolmogorov and Smirnov.

If the variable are normal, we use parametric tests otherwise non-parametric tests are used.

The information gained y questionnaire were transited into SPSS software.

Data analysis:

The number of the questionnaire was 400 but because of some statistical error, eight of them were excluded.

The respondents were categorized based on gender, age, education and income level.

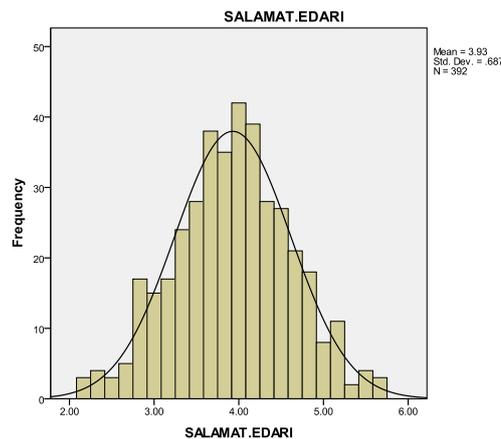
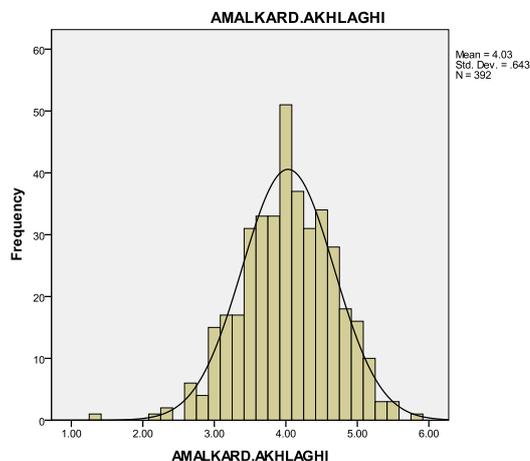
The analysis of the parameters:

In this part, the distribution of all the parameters were examined and mean, median, mode, standard deviation, variance and data domain for each of the parameters were calculated.

Table 2: Descriptive indexes of the research factors.

Administrative health	Ethical performance	Ethical behaviour	External factors	Internal factors	Personal factors	
392	392	391	390	391	391	Validate number
0	0	1	2	1	1	Missed data
3.9286	4.0310	4.3647	4.4279	4.4293	4.1039	
4.0000	4.0000	4.3333	4.3750	4.3421	4.0667	median
4.00	4.00	4.27	4.06	3.74	4.00	mode
.68651	.64254	.57041	.58020	.70477	.53838	Standard deviation
.471	.413	.325	.337	.497	.290	variance
3.50	4.50	2.93	3.25	3.50	3.16	domain
2.17	1.33	2.73	2.81	2.53	2.67	minimum
5.67	5.83	5.67	6.06	6.04	5.82	maximum

The results of the standard deviation, variance show that the difference between internal factors and administrative health are more than other factors. It means that responders' opinion about these two factors are more different. The calculation of the mean of the factors show that the internal and external factors are more than other factors. The distribution of all data are shown in histograms (Figures from 1 to 6).

**Fig. 1:** Histogram of administrative health.**Fig. 2:** Histogram of ethical performance.

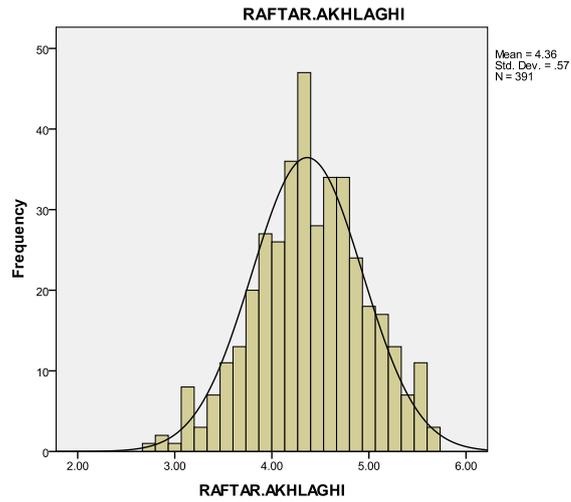


Fig. 3: Histogram of ethical behaviour.

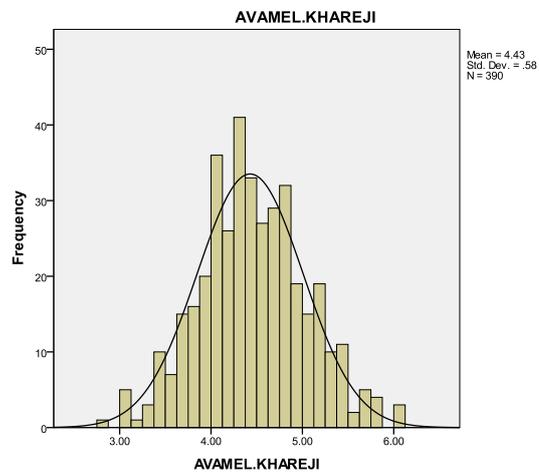


Fig. 4: Histogram of external factors.

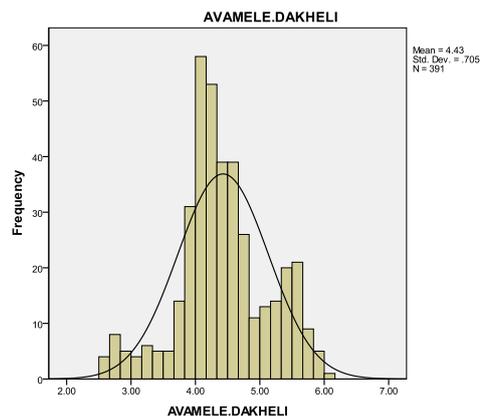


Fig. 5: Histogram of internal factors.

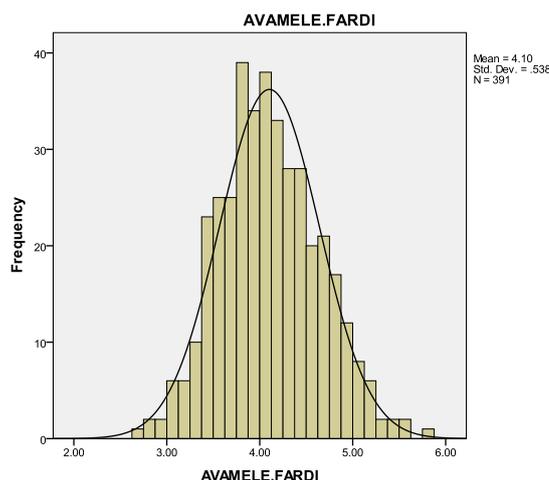


Fig. 6: Histogram of personal factors.

Inferential analysis:

Kolmogorov - Smirnov test of variables have shown in table 4.

Table 3: Kolmogorov and Smirnov test.

Administrative health	Ethical performance	Ethical behaviour	External factors	Internal factors	Personal factors	
392	392	391	390	391	391	Accepted number
3.9286	4.0310	4.3647	4.4279	4.4293	4.1039	
1.174	1.437	.852	.848	1.675	.753	Kolmogorov and Smirnov Statistic
.127	.032	.462	.469	.007	.621	Sig

The results show that data distribution are normal in all variables except for internal factors. The significance level of all data are more than 0.05 level. So in 95 per cent, H_0 hypothesis are not rejected. Also the Kolmogorov are more than standard. Therefore, the distribution of all variables are normal except for one data.

Because of the abnormal distribution of one data, we have to use non-parametric tests (Spearman correlation coefficient).

Conclusion:

In general, the results show that not only the internal factors but also the external factors have direct impacts on ethical behaviour of the personnel.

Before doing this research, the importance of the external factors on behaviour was underestimated. But the results show that economic circumstance, culture and technology in all society have direct effect on personnel's performance.

The internal variables, have intense effects on ethical behaviour in organisations. Behaviour of managers and many other internal factors, directly can form the employees' behaviour. Therefore, strongly recommended that manager should notice on their behaviour.

Table 4: Summary of the hypothesis status.

Significance level	Result	Hypothesis
%99	Accepted	1- There is a significant relationship between external factors and ethical behaviour of the employee working in governmental organisation in Yasouj
%99	Accepted	2- There is a significant relationship between internal factors and ethical behaviour of the employee working in governmental organisation in Yasouj
%99	Accepted	3- There is a significant relationship between personal factors and ethical behaviour of the employee working in governmental organisation in Yasouj
%99	Accepted	4- There is a significant relationship between ethical performance and ethical behaviour of the employee working in governmental organisation in Yasouj
%99	Accepted	5- There is a significant relationship between administrative health and ethical behaviour of the employee working in governmental organisation in Yasouj

Results of the first hypothesis: external factor- ethical behaviour:

The results confirmed this hypothesis. External factors are out of the control by the organisation. In general external factors including culture, economic circumstance, policies and technology have had a positive relation

with ethical behaviour. It seems that managers should regard conditions out of the organisation and make decisions according to environment circumstance.

The results of the second hypothesis: internal factors- ethical behaviour:

The relation between these two factors have been confirmed. As it was predicted before the research it is clear that these two factors are related. From this relationship this results can be concluded:

- 1- If the compete level becomes more then efforts to express ethical performance will increase between employees. In this condition, the personnel try more to be online and help their colleagues. Consequently ethical behaviour will emerge more than before.
- 2- If the personnel know themselves under manager's control and supervision, then they behave ethically.
- 3- Reward system can improve the ethical performance of the employees, since one of the reason to be awarded is ethical behaviour and observe the rules and policies. Therefore, the stronger reward system, the more ethical behaviour.
- 4- Precise definition of the job specification can improve the ethical performance of the personnel. Particularly when the definition associated with ethical principles and emphasise on policies.
- 5- The internal culture have effect on employees' behaviour. The patterns and common values cause emerge of more standard behaviour. Especially if the values and norms are based on the ethical behaviours.
- 6- One of the internal factor is having common goals that leads to stable and standard behaviours between employees. Common goals cause that personnel have common program and perspective based on the goal.

The results of the third hypothesis: personal factors- ethical behaviour:

As it can be seen, there are a significant relation between personal attributes suchas beliefs, attitudes and values and ethical behaviour. This relation can be predicted before the research that the behaviour of the worker is a function of their beliefs.

Therefore, the employees who have stronger beliefs express ethical behaviour more than others. This issue should be noticed by managers during employ.

The results of fourth hypothesis: ethical behaviour- ethical performance

This research showed that ethical performance is a far-reaching and more widespread that ethical behaviour. Ethical behaviour outlines details and examine the issues in micro- scale. As an example, an employee who is absent rarely and most of the time is on-time. This behaviour is considered a positive behaviour for him.

But this person has a weak ethical performance. For example most of the time is arguing with his colleagues or do not have sufficient cooperation. In this point his ethical performance would be notices. The results show that there is a relationship between ethical behaviour and ethical performance. Therefore, the worker who has ethical behaviour has better ethical performance.

The results of fifth hypothesis- ethical performance- administrative health

The results show that improvement of ethical performance will enhance administrative health and decrease some problems such as client complaining, manager's dissatisfaction, and financial crime. Administrative health is the consequent of the ethical behaviour of the personnel. It means that to achieve the administrative health, the functions and ethical behaviour assembly would be in an acceptable level.

In practice, the results show that in organisations with better ethical behaviour and performance, the administrative health is in a high level.

Overall results:

This research has been done in governmental organisations of Yasouj city. In this part we present some overall recommendations for governmental organisation.

- 1- The results demonstrate that one of the most effective agent on ethical behaviour is the employees' economic circumstance. Therefore, economic security of the employees is the first step to enhance ethical behaviour.
- 2- More precise and comprehensive definition of the job specification and use of tips and ethical advice in it.
- 3- Supervision and monitoring of the employees' behaviour and performance by the managers. The More being monitored, the more incandescing ethical behaviour.

Furthermore, the results show that many external factors are essential in ethical behaviour. So it is recommended that during the hiring and employing of the man power, the behavioural index should be noticed. And employ the people who are in an appropriate social position.

- 1- As can be noticed that internal factors have maximum effects on determination of the behaviour. It seems that dealing with staff should be improved and consequently the administrative will be enhanced.
- 2- The managers of the governmental organisations should be aware that the management of the internal factors have a huge effect on ethical behaviour. In case of decrease of ethical standards in behaviour, primarily they should review and reform of the internal variables.

- 3- Develop of evaluation system and giving award can be effective on ethical behaviour directly.
- 4- Develop of indexes of information technology in organisations is one of the recommendation of this research. Technology can be effective on ethical behaviour. The more advanced technology, the more access to new information.
- 5- Decrease of strict and harsh rules and policies in organisations. The more standards and more appropriate, the more ethical behaviour.
- 6- Improve of the competitive environment: increasing compete among staff may lead to ethical behaviour. In this atmosphere all the personnel try to be punctuate or cooperate with other. So it is more likely to incidence of ethical behaviour.

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