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Investigating the Obstacles of Moral Organizations'establishment in Staff Departments of General Administration of Education in Shiraz City

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ABSTRACT

Considering that, many psychological and organizational factors deviate the managers' attention from observation of moral principles and adherence to moral standards, and on the other hand, the managers' inattention toward immoralities and violations about ethic standard in the organization cause the staff to commit moral lapses and ignore moral principles. By this approach, in the present study, it is attempted to investigate organizational immoralities which actually are obstacle against moral organizations establishment. The statistical population of the present study includes governmental organizations of Shiraz city. 200 people were randomly chosen through random sampling from the managers of administrative departments of General Administration of Education in Shiraz city and they were studied using a researcher-made questionnaire. Findings of the research showed that, there is a relatively strong correlation among all immorality components and establishment of moral organizations; so that, by increasing the inappropriate goals which are encourager of organizational immoralities, the establishment of moral organizations would be impeded with a same ratio and vice versa. In other words, development and planning of the goalsmade by the managers to promote a desired behavior, but, those inadvertently become encourager and stimulant of negative and undesired behaviors and increase immorality in the organization, can affect creation of an obstacle against establishment of moral organization, as inappropriate goals.

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INTRODUCTION

Nowadays, the organizations are involved to an issue namely moral dilemma in the sense of conditions and situations in which breaking and right works must be defined once more; since, the border of breaking works and right works has been further eliminated [3]. Generally, the humans have specific moral characteristics in individual and personal dimension which form their thought, words and deeds. The mentioned people's thoughts, words and deeds may change affected by some causes when they are placed on an organizational position, and these changed human characteristics affect the amount of efficiency and effectiveness of the organization [18]. The manager must make a health atmosphere for the organization' staff, so, they can work with their maximum ability and productivity. This task needs existence of a leader with high moral intelligence. Moral intelligence is the ability of correct understanding of offence, having strong moral beliefs and acting to those. Leaders with high moral intelligence do the right work, correctly, their acts are in accordance to their values and beliefs, they have high efficiency and always link the works with moral principles. In the present article, firstly, the culture which has a considerable impact on the staff's behavior, has been discussed and then, moral intelligence in management has been investigated and finally, the stages of moral intelligence training to the managers are proposed [2].

Professional behavior is a set of principles and standards of human morality which determines behaviors of the people and groups. In fact, professional behavior is a process of rational thought of which the objective is to determine the values which should be preserved and promoted, and these principles give a framework for measurement as a prism which is used mostly for guidance. Professional behavior has a significant impact on

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the organization' activities and results. Professional behavior increases productivity, improves communications, reduces risk degree; since, when the professional behavior dominates the organization, the information current is facilitated easily and the manager is informed about it before any happening occurrence. On the other hand, management method has a significant impact on organization of production and work behavior. Appropriate methods lead to the people motivation and increase of the work behavior and productivity. Entrance to the industrial and modern world needs fundamental changes in the views of traditional management. Khavari [9] explained the relationship of the work ethic and performance of the staff in Iranian Oil Products Distribution Company-region of Tehran. Results of the mentioned study showed that, there is no difference between two single and married groups in terms of work ethic. At different education levels, the level of work ethic is same and there is no difference between the men and women. Hoseini investigated the organizational factors affecting the work ethic in governmental organizations. He found that, there is a significant relationship between the education level and work ethic. Salehnia and Tavakoli in a study entitles "organizational ethic emphasizing the ethical prism, investigated the organizations situation about providing and implementation of ethical prism. Their results indicated that, despite emphasizing on morality, the organizations have not yet invested in this field, on the other hand, providing the ethical prism by the organizations cannot guarantee the establishment of moralities in the organization. Moayedfar conducted a study entitled "work ethic and its affecting factors in the staff of governmental administrations". He mentioned that, the amount of work ethic in governmental organizations is higher than the moderate level and which is satisfactory. McCohn and Hult conducted a descriptive research to evaluate the ethics and honesty of the leaders. The male and female staff evaluated equally the amount of morality of their supervisors. In racial classifications, the African-American people gave a lower score to their supervisors compared to American-European people. The education' level of the staff had no significant relationship to their evaluation of supervisor's morality. Zhou (2008) investigated the impact of ethical leadership on ethical personality of the followers. The results indicated that, moral leadership has a significant relationship to the ethical personality, and the ethical leadership has a positive impact on ethical personality of the followers.

According to the explanations given above, many managers in the organizations have tendency to manage the ethic-adherent organizations; but, organizational corruption has a high expansion. A part of the problem related to this matter that, moral lapses of the staff and ignorance of moral principles are due to inattention of the executives about them and their unintentional encourage. Therefore, in the present study, it has been attempted to investigate some dimensions of stimulants causing immoralities in the Organization of Education affected by the managers' performance.

The present study includes five hypotheses as below:
Hypothesis 1: It seems that, there is a relationship between inappropriate goals and organizational immoralities.
Hypothesis 2: It seems that, there is a relationship between spontaneous neglect and organizational immorality.
Hypothesis 3: It seems that, there is a relationship between indirect neglect and organizational immorality.
Hypothesis 4: It seems that, there is a relationship between gradual changes and organizational immorality.
Hypothesis 5: It seems that, there is a relationship between valuation and organizational immorality.

2. Research methodology:

The present study was conducted to investigate the obstacles of moral organizations establishment in governmental section in Shiraz city. 200 people were randomly chosen through random sampling from administrative managers of General Administration of Education in Shiraz city and they were studied using a researcher-made questionnaire, and Pearson correlation coefficient and multi-variable regression.The research method is survey which is used as an approach which discovers and identifies the traits and those distribution and interactions of the variables in a community. This method collects data about a variable, method, trait and generally a society. This type of study can be used to answer research questions including learning conditions nature, relationship among the events, motivations and interests.

Statistical population of the present study includes all governmental organizations of Shiraz city; but, the General Administration of Education was considered due to temporal limitation, and 200 people were chosen by simple random method from administrative departments of this organization, and then, they were studied. After estimation of the sample volume and accomplishment of sampling stages, a questionnaire was designed to assess the studied variables. Due to inaccessibility to a standardized questionnaire related to the research' subject, a questionnaire was created by the researcher using the obtained information from references as well as foreign questionnaires and references related to the subject. The questionnaire contains 31 questions, and the provided items were based on the five-degree Likertscale.

To determine validity of the questionnaire, it was given to five experienced experts to announce their comments about the items' measurability, and validity of the questionnaire as well as observation of writing and grammatical regulations. After collecting the questionnaires, some items weremodified or removed. After that, the questionnaires were distributed among 25 respondents of the communication to determine the questionnaire'

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reliability. After accomplishment of this preliminary test, the questionnaires were entered to SPSS software. To assess capability of each item, Cronbach's alpha coefficient was used, and inconsistent and inappropriate items were identified, modified or removed. According to the data of 25 questionnaires obtained from the preliminary test using SPSS software, the Cronbach's alpha coefficient was obtained by 0.829 which represents an appropriate validity for this research tool. The process of data analysis can be divided into two stages. The first stage includes analysis at descriptive level which is conducted using the table of frequency distribution (one-dimensional). The second stage includes correlation among the variables based on some statistics such as Pearson correlation coefficient and multi-variable regression.

Analytical findings:

In this section of the study, the research hypotheses are tested.

A) The results of correlation coefficient:

Hypothesis 1: It seems that, there is a relationship between inappropriate goals and organizational immoralities

To test and analyze this hypothesis, Pearson correlation coefficient was used, and the results are given in the following table:

Table 1: Table of correlation test between inappropriate goals and organizational immoralities.

Organizational immoralities		Variable
0.651	Pearson correlation coefficient	Inappropriate goals
0.000	Significance	
147	Number	

Considering the amount of correlation among inappropriate goals and organizational immorality (r=0.65), it is found that, there is a relatively strong Pearson correlation. Considering that, the relationship is positive and significant, it can be mentioned that, by increasing the inappropriate goals which are encourager of organizational immoralities, the organizational immoralities would be caused with a same ratio.

Hypothesis 2: It seems that, there is a relationship between spontaneous neglect and organizational immorality.

To test and analyze this hypothesis, Pearson correlation coefficient was used, and the results are given in the following table:

Table 2: Table of correlation test between spontaneous neglect and organizational immoralities.

Organizational immoralities		Variable
0.7	Pearson correlation coefficient	Spontaneous neglect
0.000	Significance	
147	Number	

Information of the table above explain that, there is a positive and significant correlation between spontaneous neglect by the managers and organizational immoralities; so that, by increasing the spontaneous neglect by the managers, the probability of immorality occurrence would be increased with a same ratio. The correlation is so strong and significant (r=0.7).

Hypothesis 3: It seems that, there is a relationship between indirect neglect and organizational immorality.

In the test of this hypothesis, the Pearson correlation coefficient confirms the hypothesis.

Table 3: Table of correlation test between indirect neglect and organizational immoralities.

Organizational immoralities		Variable
0.40	Pearson correlation coefficient	Indirect neglect
0.000	Significance	
147	Number	

According to the information given in the table above, the correlation between indirect neglect and organizational immorality is positive and significant. So, by increasing the indirect neglect by the managers, the immoralities would be enhanced with a same ratio. The amount of correlation coefficient (0.4) confirms the relationship of indirect neglect and occurrence of organizational immoralities.

Hypothesis 4: It seems that, there is a relationship between gradual changes and organizational immorality.

In analysis of this hypothesis also, Pearson correlation coefficient states a positive and significant relationship between the two mentioned variables. The achieved results are given in the following table:

According to the information given in the table above, it is observed that, considering the amount of correlation coefficient (r=0.27), correlation between gradual change and organizational immorality is almost moderate; this means that, if the managers ignore immoralities which turn away from the moral standards, it causes prevalence of immorality in the organizations with a same ratio.

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Table 4: Table of correlation test between gradual changeand organizational immoralities.

Organizational immoralities		Variable
0.27	Pearson correlation coefficient	Gradual change
0.000	Significance	
147	Number	

Hypothesis 5: It seems that, there is a relationship between valuation and organizational immorality.

To test and analyze this hypothesis, Pearson correlation coefficient was used, and the results are given in the following table:

Table 5: Table of correlation test between valuationand organizational immorality.

Organizational immoralities		Variable
0.35	Pearson correlation coefficient	Valuation
0.000	Significance	
147	Number	

The information of the table above represent a moderate correlation between valuation and organizational immorality; so that, if the managers pay attention to valuation of results instead of emphasizing on moral decision, it would cause immoralities in the organization as well as prevention of creating a moral organization.

B) Regression analysis: To determine the portion of each independent variable on dependent variables of the research, multi-variable regression analysis was used. By entering the independent variables of the research into the multi-variable regression equation, those portion of effectiveness and relative association in explanation of dependent variable are found. The results of multi-variable regression have been given in the following table:

Table 6: Amount of the impact of independent variables on organizational immoralities.

Variables	β	t	sig
Inappropriate goals	0.23	3.92	0.000
Spontaneous neglect	0.36	6.22	0.000
Indirect neglect	0.23	3.82	0.000
Gradual changes	0.31	5.38	0.000
Over-valuation of the results	0.24	4.02	0.000
Adjusted R square	R^2	R	Model
0.507	0.524	0.72	1

According to the table above, spontaneous neglect with the maximum value of β by 0.36, has the highest impact on the dependent variable, and after that, gradual changes, over-valuation of the results, and inappropriate have respectively the highest effectiveness on dependent variable of the research. With regard to the calculated determination coefficient (R^2=0.524), it can be inferred that, 52% of total variance of the dependent variable is explained by a linear composition of independent variables, and 48% of that is without any explanation which can be due to the factors which have not been considered in the present study.

3. Discussion and conclusion:

In the present study, it was investigated that, how inattention of the managers about immoralities and trespass of the moral standards in the organization cause the staff to commit moral lapses and ignore moral principles. This issue is considered as a management challenge,soby this approach, in the present study, it is attempted to investigate organizational immoralities which actually are obstacle against moral organizations establishment.

Findings of the first hypothesis showed that, there is a relatively strong relationship among inappropriate goals and prevention of moral organizations establishment; so that, by increasing the inappropriate goals which are encourager of organizational immoralities, the establishment of moral organizations would be impeded with a same ratio and vice versa. In other words, development and planning of the goals made by the managers to promote a desired behavior, but, those inadvertently become encourager and stimulant of negative and undesired behaviors and increase immorality in the organization, can affect creation of an obstacle against establishment of moral organization, as inappropriate goals.

At the second hypothesis it was found that, there is a positive and significant correlation between spontaneous neglect by the managers and organizational immoralities; so that, by increasing the spontaneous neglect by the managers, the probability of immorality occurrence would be increased with a same ratio. Actually, it can be mentioned that, when the organizational executives and managers believe the benefit is to feign themselves unaware about the others' immoralities and consequently they ignore the others' immoralities, this spontaneous neglect becomes an obstacle against establishment of moral organizations and in other words, it promotes immorality in the organization.

At the third hypothesis, the findings showed that, the correlation between indirect neglect and organizational immorality is positive and significant. So, by increasing the indirect neglect by the managers, the

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immoralities would be enhanced with a same ratio. In other words, when immorality is committed by a person of group other than the staff and executives of an organization or a third person, if the managers does not consider themselves responsible about the third person's immorality, this neglect leads to prevalence of immorality in the organization.

Testing the fourth hypothesis of the research showed that, correlation between gradual change and organizational immorality is almost moderate; this means that, if the managers ignore immoralities which turn away from the moral standards, it causes prevalence of immorality in the organizations with a same ratio. In other words, the immoralities which are less sensible, and the managers who neglect about gradual erosion of moral standards of the others, it is correlated to the prevention of moral organizations' establishment, entitled gradual change.

At the last and fifth hypothesis, the results showed that, there is a moderate correlation between valuation and organizational immorality; so that, if the managers pay attention to valuation of results instead of emphasizing on moral decision, it would cause immoralities in the organization as well as prevention of creating a moral organization.

Finally, portion of the impacts of independent variables was assessed and the results showed that, spontaneous neglect has the maximum impact on the dependent variable.

According to the results of the present study, some recommendations and suggestions are proposed to the managers in order to prevention of prevalence of organizational immoralities which are caused by their decisions and performance:

1- Selection of forethoughtful managers who pay a specific attention to delegating the responsibilities and are more sensible about consequences of this action.

2- Training the managers and improving their organizational and communicative skills in order to become more aware about the violations and not to ignore organizational immoralities.

3- Selection of responsible and accountable managers who believe the goals of organization and observation of moral standards in the organization.

In addition to the mentioned items, it is recommended that, the role of organizational immoralities' components in the staff's satisfaction and other variables to be assessed in further researches.

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