

The Ethical Work climate and Empowerment of the Employees

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ABSTRACT

Many of the behaviors and actions of managers and employees in an organization are influenced by the moral values of the work place and are rooted in ethics. Due to lack of work ethics in bureaucratic organizations of the societies like Iran that are rich with moral values and on the other hand are far from advanced countries, can cause unpleasant transformation in the administrative system so that the neglect of these principles in dealing with external stakeholders can be questioned the legitimacy of the organization and its operation and affected on individual and group and organizational operations. According to the successive fluctuations of environmental variables, the ability of management and employees in the administrative system are important factors to promote the system, and the importance of considering these factors will be shown more. The goal of the present study is investigating the relation between the ethical work climate and empowerment of the employees in Zahedan organizations. In this study, the researchers used two separate questionnaires that their reliability and validity were measured to be used for measuring two variables of ethical work climate and empowerment of the employees. In this study, sectional studies and correlation were used and its sampling method is simple random sampling. About 320 people participate in this study and in its statistical analysis of this research Kendall, Spearman correlation tests and multiple regressions, and also log-linear methods were used; SPSS software is used in all statistical analysis of this study. The analysis of the data of this study showed that there is a significant relation between ethical work climate that is consist of device ethical work climate, care ethical work climate, independence ethical work climate, regulatory ethical work climate and legal ethical work climate and empowerment of the employees of public organization of Zahedan, so according to the results of this research, It seems to suggest that the manager should encourage the employees, provide them the technical information and the collected data that they need, improve the relationships between themselves and their staff ,encourage the employee to trust and express their opinion freely in the organization and also they should try to gather more information about their employees to know them better through training workshops.

KEYWORDS: ethical work climate; work ethics; empowerment of the employees.

INTRODUCTION

The performance of patterns in moral behavior in an organization in the first step depends on the level of paying attention to moral values by general policies and management deeds in the organization and the sensitivity of moral management helps in promotion of the staff agreement with moral standards. Moral organizational are a series of rules that the same behaviors is provided among the growing staff and from the advantage of social special responsibilities to provide with the actions to all of the people in the society and this moral makes a frame work that contains the use of the rules and also to solve the problems that are caused because of internal systematic processes such as personal disputes, paper work, etc ... helps the staff and organization (Sadat, 12:1380). Organizations are some units of the society that have multi-use and sophisticated structures. Each organization has a special duty and the duty apart from effecting the environment effects the other one too (Babayi, 39:1381). From Islam's point of view the moral science and the philosophy of moral is one of the most important and the best sciences and this reality is in different verses, in a way that the lord praise the prophet because of good temper and in another verse the nice creation of the prophet is introduced as the basis of the Islamic society and in addition to it, the moral deeds are one of fundamental ways to reach the Lord (Emami, 42:1382). There is no doubt that the world is the world of organization and its owner's are the people (Rahbar and Rahimiyan, 54:1380). The organizations need people. People are spirits in the organizations and they run them with their abilities. The organizations without people are meaningless and the control of them is impossible. (Farhangpour, 12:1382)

Issue description

The meaning of moral work climate is directly related to the work place as a sample of the society. In every society, there are formal and informal beliefs, values and rules about the way of managing society by its member (Denison, 1996). The current management literatures show that the meaning of the work climate and the capability are considered as instruments for describing organizational behavior and especially are as moral behavior (Morgon, 1986). From verbal point of view climate-is from the sides and all of the things that enclosed another thing like the place

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among the earth and the sky (Sharif zadeh, 40: 1381). From "Litwin and Stringer" point of view 1968 work organizational climate is the understanding of each person has about the organization that he works in it and his duty is according to the factor such as independence, organizational structure, reward, tact, friendship, courageness, because of the topic of the present research, it is necessary to differentiate between organizational work climate and moral work climate. According to Tajivari theory organizational Environment is an Environmental quality in internal organization that:

- A) The staff in an organization has experienced it.
- B) It affects the behaviors of the staff.
- C) It affects the organization's value.

Victor in 1986 expressed the moral work climate as one dimension of organizational work-place (Agarwal and Malloy, 1999).

After that for the first time at the end of 1980s, Victor Vocalen announced a structure for moral work climate. They expressed E¹.W.C as the common understanding of how to behave morally and correctly. Then five kinds of moral work climate were identified that are followed briefly:

1. Work climate according to the facilities: In this kind of moral - work climate people are looking for their personal needs.
2. Protecting work climate: In this kind of moral- work climate people support each other very well.
3. Independence work climate: In this kind of moral work climate people are looking for their personal and moral beliefs.
4. Work climate according to regulations: In this kind of moral work climate people follow organizational ways.
5. Work climate by rules: In this kind of moral work climate the first step to perform the decisions is that the decisions should not be against the rules (Agarval and Mallvi, 1999).

In management, the history of the use of capability word is industrial democracy and share of the staff in making decision in the organization under team-making various issues, partnership and total quality Management.

The last changes on the issue that were done were named as the capability of the staff. (Salimiyani, 32:1381). Experts in organizational sciences found three approaches to capability: A) Communicative approach B) Attitudinal approach C) Cognitive approach, because of it capability is as increasing process in internal view that has explained the duties of the staff that will be manifested in a collection of these qualities: 1) being effective 2) competence 3) meaningfulness 4) the right of choosing (Denis, Translated by Iran Nejad. 92:1383). In relation to the staff capability, performing Job skills very well, being sure of the ability to do the jobs, deciding about how to do the jobs, Controlling the happenings in working unit effecting of the happenings of word unit, paying attention to the view points in decision – makings, the value of jobs, the importance of job, job meaningfulness, making sure of the staff truth expressing the important information by the staff and paying attention to the staff to my success by moral work climate has a relation, according to all of the things that was expressed the research questions are listed below:

1. Is there a meaningful relation between moral - work climate and capability of the staff in governmental organizations in Zahedan?
2. Is there a meaningful relation between instrumental moral with capability of the staff in governmental organization in Zahedan?
3. Is there a meaningful relation between caring or social caring moral with the staff capability in governmental organizations in Zahedan?
4. In there a relation between moral – independence with the staff in governmental organizations in Zahedan?
5. In there a meaningful relation between moral rules with the staff capability in governmental organizations in Zahedan?
6. In there a meaningful relation between law – moral with the staff capability in governmental organizations in Zahedan?

Research objectives

Main objectives

The main goal of this study is description and researching in relation between moral - work climate with capability of the staff in governmental organizations in Zahedan.

Research Sub-objectives

1. Description and researching in relation between work climate instrumental – moral with capability of the staff in governmental organizations in Zahedan.
2. Description and researching in relation between work climate caring – moral with capability of the staff in governmental organizations in Zahedan.

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3. Description and researching in relation between independence – moral with capability of the staff in governmental organizations in Zahedan.
4. Description and researching in relation between work climate moral ruling with capability of the staff in governmental organizations in Zahedan?
5. Description and researching in relation between work climate moral lawful with capability of the staff in governmental organizations in Zahedan.

Research Domain

A: Spatial domain of research:

Spatial domain of this research contains all executive agencies located in the city of Zahedan.

B: Time domain of research:

This research has been conducted during 1390-1391 in the executive agencies of Zahedan city.

Type of Variables

. Predictor variable

In this research moral – work climate of the staff instrumental, caring, independence rule and law as predictor variable.

. Criterion variable

In this research the capability of the staff is aim variable.

Operational definition

. Moral work climate:

In this research different form of work climate are instrumental, caring, independence, rules and laws that by a questionnaire that has 24 questions are tested. The mark that people get in Likret scale shows the work climate position.

. The capability of the staff:

The capability of the staff has different forms of being good, effectiveness, meaning fullness and trust that a questionnaire that has 12 questions is tested. The answers that people give show the position of capability.

An overview of others' studies

. Victor and Cullen (1988) in a research reached to this result that moral work climate will improve by having homogenous and the same organizational sociability organizational combination, choosing people, getting and dismissing of people. The possibility of the issue is very low that organizations having homogenous and the same in different levels of jobs and units of work is impossible.

. Kohlberg (1973) after some searches recommended that moral work climate does not affect the final decision but it has some effects on the general process of decision – making and also believes moral work climate in organization shows the issue by moral components that the issue contains the detecting moral problems.

. Shain (1994) has a search about investigating the relation between moral work climates and paying attention to moral rules. This search was co-relational and its aim was investigation of the relation between moral work climate and knowing the moral rules from theoretical and practical point of view. In this research seven theories are considered and researched. The findings of the research show that there is a meaningful relation between different moral work climate and knowing moral rules. The results of this search show that moral work climate is one of the most important variables that it affects on people understanding of the moral rules.

. Vroom and Jago (1988) according to a model say that till personality and leaning to discipline in distinguishing is effected by personal moral beliefs, people's behavior in work place is affected by this thing and in fact in information Age, the duty of people and expectations in work place is based on work ethic.

. Lord and Hutchison (1993) in his researches with the topic of capability derivation and using it in theory and practice has collected experts' views and has concluded capability of understanding is a changing process.

. Newman (1977) believes that if people want to be skilled, they need to know some information about themselves and their place to be identified and worked with others for changes.

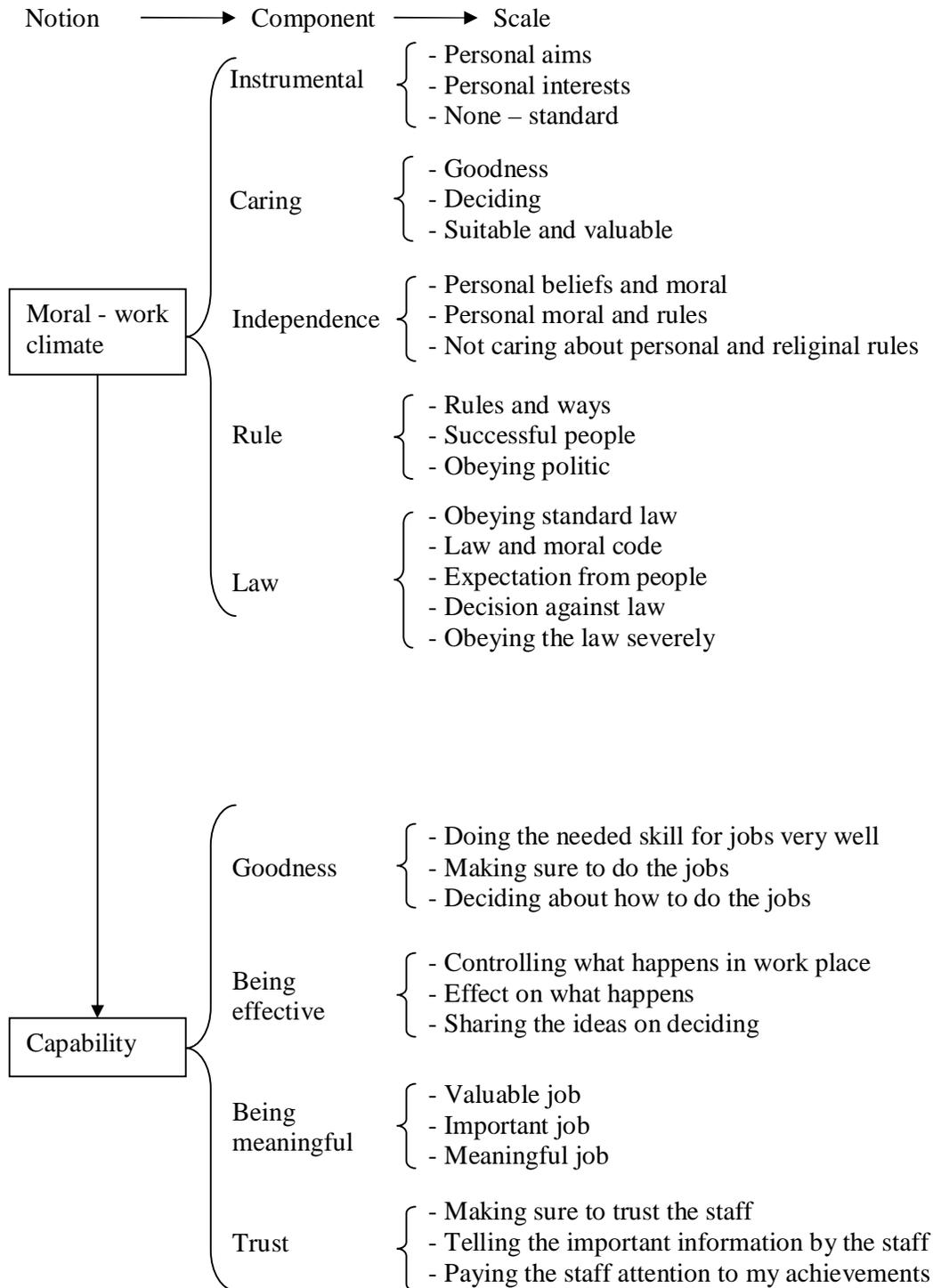
. Ravlin (1987) knows capability as a process that by social and personal changes, have effects on people's experience and it helps them to be effective in institutions and organizations and also it helps them in their life and in the society they live in.

. Ravlin (1987) accounts the capability as a process that by personal and social changes, affects on the people's experience and it helps them to be effective on organizations and institutions and also it helps them to be skilled in society and life.

. Robbins (1993) has worked on capability of the staff in an empirical research that considers the staff capability as a process. He considers capability as a progressive process that it has four levels: entry, progress, unification and commitment.

. Lafollette (1975) knows capability as a social cooperation that cooperation in people, organization and societies to reach the goals, controlling people and society, political effects and quality of life will be enhanced and it helps social justice.

Research analytical model



Research Hypothesis

. Research Main hypothesis

There is a good relation between moral - work climate and capability of the staff in governmental organizations in Zahedan.

. Research Sub-hypotheses

1. There is a good relation between instrumental moral - work climate and capability of the staff in governmental organizations in Zahedan.
2. There is a good relation between caring moral - work climate and capability of the staff in governmental organizations in Zahedan.
3. There is a good relation between independence moral - work climate and capability of the staff in governmental organizations in Zahedan.
4. There is a good relation between rule moral - work climate and capability of the staff in governmental organizations in Zahedan.
5. There is a good relation between law moral - work climate and capability of the staff in governmental organizations in Zahedan.

RESEARCH METHODOLOGY

In the present search, because the topic of the search is investigating the relation between moral work climate and capability of the staff in governmental organizations in Zahedan, the way of the search is descriptive – correlated that the way is to gather information. The present search from its aim point of view is practical.

Statistical Population

The participants of this research are the staff of 12 governmental organizations in Zahedan, the number of organizations is according to information of Planning Department of Sistan and Baloochestan Governor and the number of the staff are 1902.

Sample size and sampling method

In this research, simple – incidental sampling way have been used and the number of good staff are 320 from 12 organizations. The distribution of the questionnaire was done by the researcher and by going to the organizations.

Data collection tool

Two questionnaires were made to gather the data. The first questionnaire has five parts and is about moral work climate and the second questionnaire is about capability of the staff that has four parts.

A – Determining the validity of questionnaire

The way that is used to make sure about the justifiability of questionnaires is as following: they were sent to the five teachers of the university in management field of study and the teachers were asked to answer according to some choices such as: very good, good, so-so, bad, very bad that their values are: 1, 0.8, 0.6, 0.4, 0.2. So the result for moral work climate is 0.88 and the justifiability of questionnaire of the staff is 0.91.

B - Determining the reliability of questionnaire

The Alf – Carenbakh method has been used to make the durability of questionnaire and capability of the staff in order to do it, at first ten questionnaires were given to ten people incidentally and after answering were taken back. After ten days the previous questionnaires were answered by the pervious people and then the results were 0.725 moral work climate and capability of the staff 0.708.

Data analysis Methods

In this research to describe the gathered date different scales of statistics have been used such as: frequency of data, percent of frequency, descriptive statistics, different kinds of charts and graphs. To investigate the theories of the research and their relation with demographic scales Kendal, spearman, ANOVA, Regression with some variables and line – log have been used. Data in the present study were analyzed by the statistical program, Statistical Package for the Social Sciences (SPSS)

Testing hypothesis in the research

. Testing Main research hypothesis

There is a good relation between moral - work climate and capability of the staff in governmental organizations in Zahedan. If we consider:

X: work climate – moral

Y: capability of the staff

The guesses in the test are:

$$\begin{cases} H_0: \rho = 0 \\ H_1: \rho \neq 0 \end{cases}$$

The zero guess means in dependence with two variables and not – existing relation between two variables X and Y. The first guess means a good relation between two variables. The rule for zero guess against the first guess is followed. If the level of the test is less than 0.05 we don't accept the zero guess and we accept the first guess.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variable
Spearman		Data	Kendal		Moral - work climate
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.001	0.184	320	0.001	0.125	

The percent of co – relation of Kendal and Spearman between the above variables 0.125 and 0.184 and the level of meaningful co – relation test of them is 0.001 that it's less than 0.05. So according to co – relation test rule the zero guess in not accepted and the first guess is not accepted and this means a direct relation between two variables.

. Testing Research Sub-hypothesis

1 - There is a good relation between moral - work climate instrumental and capability of the staff in governmental organizations in Zahedan.

If we suppose that:

X: moral instrumental work climate

Y: capability of the staff

$$\{H_0: \rho = 0$$

$$\{H_1: \rho \neq 0$$

The zero theory means independence between two variables and no – existing relation between the two variables X and Y and the first theory means a good relation between two variables. The rule for zero guess against the first guess is followed.

If the meaningful level of test is less 0.05 the first theory is acceptable and the zero theory is not acceptable.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variable
Spearman		Data	Kendal		Moral – instrumental work climate
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.009	0.145	320	0.008	0.105	

Percent of co – relation of Kendal and Spearman between two variables are 0.105 and 0.145 and the level of meaningful test of co – relation on them is 0.008 and 0.009 and is less than 0.05. So according to co – relation test zero guess in denied and the first is ok. So it's a direct relation between two variables.

2 - There's a good relation between caring – moral work climates with capability of the staff in governmental organizations in Zahedan.

If we suppose that:

X: moral – caring work climate

Y: capability of the staff

$$\{H_0: \rho = 0$$

$$\{H_1: \rho \neq 0$$

The zero guess means independence between two variables and no – existing X and Y two variables. The rule about the zero guess against the first guess is followed.

If the level of meaningful test is less than 0.05 the first guess is acceptable but zero is not.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variables
Spearman		Data	Kendal		Moral – caring work climate
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.018	0.132	320	0.018	0.092	

Percent of co – relation of Kendal and Spearman between two variables are 0.092 and 0.132 and the level of meaningful test of co – relation on them is 0.018 and 0.0132 and is less than 0.05. So according to co – relation test zero guess is denied and the first one is ok. So it's a direct relation between two variables.

3- There's a good relation between independence – moral work climate with capability of the staff in governmental organizations in Zahedan.

If we suppose that:

X: independence moral –work climate

Y: capability of the staff

$$\{H_0: \rho = 0$$

$$\{H_1: \rho \neq 0$$

The zero guess means independence between two variables and no – existing relation between X and Y. The first guess means that there is a meaningful relation between two variables. The rule about zero theory against the first theory is followed.

If the level of meaningfulness test is less than 0.05 the first guess is acceptable but zero is not.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variables
Spearman		Data	Kendal		Independence moral –work climate
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.005	0.155	320	0.004	0.116	

Percent of co – relation of Kendal and Spearman between two variables are 0.116 and 0.155 and the level of meaningful test of co – relation on them is 0.004 and 0.005 and is less than 0.05. So according to co – relation test zero guess is denied and the first is ok. So it's a direct relation between two variables.

4 - There is a good relation between law – moral work climate with capability of the staff in governmental organizations in Zahedan.

If we suppose that:

X: work climate – moral law

Y: capability of the staff

$$\{H_0: \rho = 0$$

$$\{H_1: \rho \neq 0$$

The zero guess means independence between two changeable and no – existing X and Y variables and the frits guess means a meaningful relation between 2 variables. The rule about the zero guess against the first guess is followed.

If the level of meaningfulness test is less than 0.05 the first guess in acceptable but zero no.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variables
Spearman		Data	Kendal		Law moral –work climate
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.035	0.118	320	0.004	0.116	

Percent of co – relation of Kendal and Spierman between two variables are 0.116 and 0.118 and the level of meaningful test of co – relation on them is 0.004 and 0.035 and is less than 0.05. So according to co – relation test zero guess is denied and the first is ok. So it's a direct relation between two variables.

5 - There is a good relation between law moral work climates with governmental organizations in Zahedan.

If we suppose that:

X: work climate moral law

Y: capability of the staff

$$\{H_0: \rho = 0$$

$$\{H_1: \rho \neq 0$$

The zero guess means independence between two variables. The rule about zero guess against the first guess is followed.

If the level of meaningful test is less than 0.05 the first guess is acceptable but zero is not.

Calculating the level of co – relation and meaningfulness

The Capability of the staff in governmental organizations in Zahedan					variable
Spearman		Data	Kendal		Rule work climate moral
Meaningfulness	Percent of co – relation	Frequency	Meaningfulness	Percent of co – relation	
0.017	0.133	320	0.019	0.093	

Kendal and Spearman correlation coefficient between two variables is 0.093 and 0.133 and the level of meaningful is 0.019 and 0.017 that is less than 0.05. So within correlation test the zero theory is false and the one theory is correct and this means that two variables have right linkage.

Analyzing regression relation between owner variables with predictor variable

Analyzing regression relation between predicted variables and owner variable between lines – model regression (step wise) is used.

Analyzing regression relation between capability variables and moral - work climate variables

percent of choosing model	meaningful level model	variables out of model	predictor variables	Regression model
0.047	0.001	<ul style="list-style-type: none"> instrumental work climate – moral caring – moral work climate – moral rule – moral – work climate law – moral climate of job 	<ul style="list-style-type: none"> independence moral – work climate 	model one
0.059	0.001	<ul style="list-style-type: none"> instrumental – moral climate of job caring – moral climate of job rule – moral climate of climate of job 	<ul style="list-style-type: none"> independence moral – work climate law – moral work climate 	model two

Whereas the meaningful level is less than 0.05 so each two models has means about regression but we use that because they have higher nomination coefficient.

In model two we see that two variables independence – moral work climate and legal – moral work climate has regression sensation on the staff capability and the others is out of model.

Percent of regression	Regression variables
0.181	Independence – moral work climate
0.130	Law – moral work climate

The result of that model is:

The staff capability = (0.181) × (independence moral work climate) + (0.130) × legal moral work climate.

DISCUSSION

The aim of this research is describing the relation between moral work climate and the staff capability in Zahedan. The result of calculation is used by Kendal and Spearman tests that show the relation between moral work climate and the staff capability in Zahenan organizations. Kendal and Spearman correlation coefficient are 0.125 and 0.184 and the meaningful level is 0.001 that is less than 0.05. So the relation between two variables is false.

First sideway thesis shows the relation between instrumental – moral work climate and capability of the staff in governmental organizations in Zahedan. Kendal and Spearman tests shows that the correlation coefficients are 0.05 and 0.145 and the meaningful level is 0.008 and 0.009 is less than 0.05 so that zero thesis is false.

Second sideway thesis shows the relation watchful – moral work climate and the staff capability in Zahedan governmental organizations. Kendal and Spearman tests show that the correlation coefficients are 0.092 and 0.132 and meaningful 0.018 that is less than 0.05 so the zero thesis is false.

Third sideway thesis show the independence moral in work climate and the staff capability is 0.116 and 0.155 and the meaningful level is 0.004 and 0.005 is less than 0.05 so that zero test is false.

Fourth sideway manual of Kendal and Spearman shows 0.116 and 0.118 so the level of meaningful is 0.004 and 0.035 and is less than 0.05 so the zero theory is false.

Fifth sideway shows the relation between lawful – moral climate of work in Zahedan. Statistics shows (Kendal and Spearman) 0.093 and 0.133 so the level of meaningful is 0.019 and 0.017 and is less than 0.05 so the zero theory is false.

For survey the regression relation between evidence variation and guess variant component we use. The step wise model and 0.05 is for meaningful level. Extremely we can show the ultimate model.

Capability of the staff = 0.181 independence moral work climate + 0.13 legal moral work climate.

This model show that one point increase in independence moral work climate lead to increase about 0.181 in capability of the staff abilities and one point increase in legal moral work climate lead to increase 0.13 in capability of the staff. In this case we can find that the sensitive ingredients in capability of the staff and independence moral work climate and legal moral work climate.

Research Suggestions

1. According to the results, the positive relation between moral work climate and capability of the staff offer that organization managers should remove the sense of incapability of the staff in the way that the staff feel they are an important member in organization.
2. According to the results about work climate component (tools, watchful, independence, manual, legal) on the capability of the staff is effective. A capable manager should provide the staff the technical information and the collected data that they need.
3. According to the results it shows the positive relations between moral work climate and capability of the staff. That offers managers notice about own and the staff relations on the staff believes and statute trust climate in organization environment for manner stability, justice, trust acting, dependency and confidence about their abilities.
4. According to the results of this research , the relation between moral work climate and capability of the staff, so we offer that the managers use share style and democracy in governmental organization and provide more chance to the staff for assessment and avoiding to control them more than usual.
5. It will suggest that the increase of the knowledge of the managers about the capabilities of their staff should be provided by holding some workshops for the staff to improve the organization and this capability approach should be reflected in the directives and regulations. The manger should follow it and improve it by continuous supervision.

Conclusion

By increasing the capability of the staff in governmental organizations in Zahedan, they can do better their duties and finally receive the aims. So for this, in the changeable environmental condition many factors and terms should be considered to grow and improve; one of these factors is moral work climate that according to the final results of this research, we can understand the direct relation between them and capability of the staff. If we can increase the level of moral work climate, the capability of the staff will be improved too.

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