

An Investigation of the Relationship between Work Ethics and Job Satisfaction in Tehran Municipality Managers

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ABSTRACT

The present study intends to examine the relationship between work ethics and job satisfaction in Tehran municipality managers. As a practical study, this research adopts a descriptive-survey method for collecting information as for its methodology. Its statistical population includes 311 subjects from among Tehran municipality managers, who are randomly selected using Krejcie and Morgan table. Based on the study's purpose and type, the work ethics and job satisfaction standard questionnaire was utilized, whose validity (by face and content validity) and reliability (by trial execution of the questionnaires in a 30-subject simulation) were assessed by means of Cronbach's alpha, which was measured to be 92 percent. To provide replies to research questions, correlation test and multiple regression analysis were employed, whose results expressed that the relationship between work ethics and job satisfaction is significant in the 99 percent confidence level. In this level of significance, association of three elements with job satisfaction is significant. The highest association is found between ethical atmosphere and job satisfaction, with the relationship between ethical manners and occupational success coming as the next. Finally, supports of the senior management from ethical behaviors and job satisfaction have a significant correlation. In addition, there is no difference in the correlation level between workplace ethics and job satisfaction between male and female managers. This is, finally, concluded by the researcher that workplace ethics and job satisfaction and two important and inseparable variables that are of tremendous impacts on an organization's performance and its accomplishment in achieving its objectives.

KEYWORDS: Work ethics, job satisfaction, municipality managers.

1. INTRODUCTION

Presently, as communities grow to be more complex, especially developing societies, governmental organizations are responsible for completing various tasks including managerial attempts to maintain human resources, reduce personnel dissatisfaction, and create organizational and job satisfaction. According to different studies, the most terrible elements in an organization are those staffs who dispossess job satisfaction and are forced to remain in the organization [1]. Researchers have found that powerful workplace ethics are accompanied by higher levels of productivity, innovation, need for job satisfaction and successfulness, more income, and conservative attitudes and beliefs [2].

What we do in our workplace is typically grounded upon our ethical beliefs. In fact, our decisions are entangled with our ethicality. Any immoral, unjust, and unfair decision can leave detrimental effects on personnel's work destiny and even private life. Scope of a wrong decision surpasses the present time only to damage future of the staffs [3].

Workplace ethics and their association with job satisfaction have caused it to be called the most important cultural factors in economic development. Human resources shape the main pillar of nations' wealth. In fact, capitals and natural resources are secondary factors in production, while UR are active factors that disseminate their capital, employ natural resources, establish sociopolitical and economic enterprises, and advance national development. Clearly, a country which is unable to develop its popular masteries and knowledge in order to take effective advantage of them in its national economy would not be able to advance anything else [4].

Workplace ethics and their association with job satisfaction and other organizational and personal variables have attracted significant attention by management-related literature. Since such studies are mostly conducted in overseas, their results cannot be generalized by internal service environments inside the country. Moreover, most of such studies on workplace ethics have focused on Protestant work ethics [5]. This study, therefore, intends to examine the relationship between work ethics and job satisfaction in one of the Iranian governmental service organizations.

2. Work Ethics

Work ethics are different from other concepts related thereto such as work motivation, work attitudes, and work satisfaction. Work ethics, in reality, are a cultural norm that recognizes positive ethical values for completing high-quality tasks and believes that work has an innate values *per se* [6].

Work ethics is commitment of one's/a group's mental and physical energies to a collective idea aimed at a burst of internal capacities held by the person or group. Work ethics are one's/a group's provoking and activated grounds that guide that person or group; they can be instructed and transferred in social and cultural system of the society [7].

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2.1. Work Ethics Theories

Deontological Theories

According to this theory, value of an action is not dependent upon its results and outputs. This theory considers fulfillment to one's promises, payment of a debt, and living up to a commitment to be features of a right action, disregarding its outputs.

The most famous philosopher who advocates this theory is Immanuel Kant (1724-1804), who believed that those actions are worthy of appreciation that are conducted on account of neither personal interests nor natural temperaments. Kant regarded an action to be praiseworthy when it was committed by a sense of duty, while not exactly based on a duty framework, but for completing an onus. In the event that a right ethical action is commenced by a personal motivation, it would not be laudable. In most cases, motivation and personal interest are concurrent, but, as suggested by Kant, a spiritual deed is solely a product of a duty even if it is on the contrary to a personal interest. Kant believed that human beings should not be took advantage to reach a final objective; they, rather, must be regarded as individuals who have determined purposes for themselves.

The issues that are initiated from the deontological theory put the responsibility on the peoples' shoulders. The belief that governmental employees are bound to execute dictums issued by political officials is impacted by the viewpoint that following ethical rules is of paramount importance in management. Increasing identification of the fact that governmental directors assume a certain sphere of action power and this freedom in management is changed into a rule can guide behaviors made by a manager.

Teleological Theories

Such theories are the second chief guides in our ethical decision makings. These theories evaluate our actions as per results and their outcomes. Fulfillment of governmental policies in providing better educational services through higher levels of health and welfare for citizens is an example of such outcomes. As the most famous theory in this category, utilitarianism regards only those actions as ethically justifiable that bring about happiness for highest number of a society's people. This viewpoint is most analogous with works of English philosophers Jeremy Bentham (1748-1832) and John Stuart Mill (1806-1873). A type of utilitarianism is observed in cost/benefit analysis techniques where philosophers believe that they can specify costs and benefits of a certain policy through allocation of a numerical number to all available elements. The concept of measurement is an important feature in utilitarianism [8].

The Virtues Approach

This approach was firstly utilized by Aristotle. Who believed that virtues and ethical features allow us to get developed and educated. The legendary leader, Aristotle, himself possessed virtues such as courageousness, self-control, and justice. Virtues are concerned with personality, habits, and orientations to virtuous behaviors. They are increased with repetition of virtuous acts, and are reflected in peoples' personalities rather than their absolute obedience of ethical rules. From some aspects, a virtuous act is observed in features which are believed to give rise to reproduction of a good person or director. Confucius has referred to five main concepts of virtuousness: "A man can be generous without paying anything, he/she can be industrious without nagging, he/she can be ambitious without being greedy, he/she can be casual and unpretentious without being arrogant, and he/she can be attractive without seeming to be violent." Aristotle and Confucius both refer to the type of life which a person should have rather than the deeds he/she should commit [9].

The Justice Approach

Elements of the justice issue include fairness, competence, and eligibility. Official principles of justice can be found in the idea that similar cases should be given identical reactions. Justice can come with two states: distributive justice and procedural justice that are verbosely descried hereunder [8].

In this approach, emphasis is placed on work division and duty completion in order to make justice-base the manner incomes obtained from work completion and entrepreneurship expenses (investment, equipment, and technology) are distributed. This approach focuses on more supports from less powerful employees and foundation of more labor and guild associations which have such viewpoints toward professional ethics [10].

Right-Based Theories

In this viewpoint, work ethics are considered with indices and human values, in which lawful rights of people in their workplaces are secured. In this approach, reciprocal rights are defined based on the society-admitted legal philosophy and value system among employers, employees, and organizations. Full discharge of normal behaviors is called work ethics in this framework. In this viewpoint, work conscience is defined as living up to determined and admitted work ethical and legal principles [10].

3. Job Satisfaction

Job satisfaction refers to general outlook of an individual to his/her occupation. One with high occupational satisfaction levels will have positive outlooks to his job, while those dissatisfied with their jobs will have negative viewpoint to their work [11].

Job satisfaction, basically, is determined through difference between peoples' expectations from themselves. When a job fails to fulfill its holder's needs and expectations, he/she would be dissatisfied with it. If, on the contrary, there is no difference between personal expectations and real conditions, he/she would be satisfied with the job. One's positive attitude to his/her job is called job satisfaction [12]. Job satisfaction means the difference between amount of advantages and rewards which an employee receives and what he/she believes that he/she deserves to receive [13].

3.1. Resources of Job Satisfaction

Identification of job satisfaction resources is one of the important issues in organizational behavior management, in which it is impacted by three basic movements:

1. Resources engineering

In the early 1920s, engineers focused on impact of salary payment on job satisfaction levels, in which process emphasis was given to such variables as efficiency, in-between rests during working hours, and environmental factors like light and sound. Aligned with this, scientific management of Fredric Taylor was an emphasis on work design, working conditions, bonus plans, and their relationship with increased production and improved morale.

2. Human Relations Movement

During the 1930s and 1940s, researchers largely focused on the role of workgroups and supervisors in increased job satisfaction levels. Hawthorns' studies, which were followed by Elton Mayo on employee satisfaction in Western Electric Co., demonstrated that employee satisfaction is influenced by working groups and performances of supervisors. This verified the effect of working groups on increase in job satisfaction.

3. Enriched Job

Herzberg's studies in this regard showed that job is a determining factor in job satisfaction issue. This emphasis suggests that fulfillment of real satisfaction is made though provision of sufficient responsibility for employees and enriching their professions [14].

3.2. Factors Determining in Job Satisfaction

Factors and dimensions regarded as important by Jenifer George in *job* satisfaction are mentioned in the Table 1.

Table1. Factors impacting in job satisfaction [15].

Job factors	Descriptions
Utilization of competence	The level a job permits its holder to utilize his/her abilities.
Position	The feeling an employee assumes from his/her job.
Activity	The level a job can engage its holder.
Improvement	Possession of growth opportunities.
Option	Having control on others.
Organization's policies and experiences	To the level it makes others satisfied.
Rewards	Amount of money the employees receive.
Coworkers	The quality which the employee and his/her coworkers bring for their employers.
Creativity	Liberty in presenting new ideas.
Independence	The ability to complete the task independently.
Ethical values	Being not forced to complete the tasks which are in contrary to conscience.
Encouragement	Being appreciated for completing good tasks.
Responsibility	Responsibility for activities and decisions.
Security	Job security and stability.
Social services	Ability to do tasks for others.
Social position	Identification in broader societies.
Supervisor's human relations	Personal skills of the superordinate.
Technical supervisions	Communicative skills of the superordinate.
diversity	Doing different tasks in jobs.
Work conditions	Location, air conditions, and temperature of the office,

4. Background

There are numerous studies investigating the relationship between work ethics and job satisfaction. In this article, attempts are made to refer to those with highest relevance, as follows hereunder:

Among the studies conducted regarding work ethics and job satisfaction, Yousef (2001), Koh. H.C. and Boo E. H. (2001), and Vitell S.J. and Davis D.L. (1990) assert that ethics are fully relevant to job conditions (Vahipour, 2010: 22). In the US, Elkins (2007) found that there is a weak relationship between work ethics and job satisfaction in a Japanese manufacturing company. In their studies in a Middle Eastern private company, Ambert and Hougan (2009) found that work ethics has the highest impact on job satisfaction [16].

In another study by Eschiker (2010) among sales representatives, the relationship among ethical atmosphere and job satisfaction, organizational commitment, and job resignation was examined. It showed that creation of an ethical atmosphere by ethical policies and rules establishes higher levels of organizational commitment and lessens job resignation amounts.

Hianchiko and Alfred H. Wi. Boo (2001) performed a study entitled the relation between work ethics and CEO's organizational commitment among executive management students in Singapore. It found that there is a positive correlation between work ethics and job satisfaction. There is, moreover, a positive correlation between supports coming from senior management and CEO's organizational commitment. There is, finally, a positive correlation between ethical behavior and CEO's job position.

Connie Ulrich et al. (2006) carried out a study among social workers and nurses in the US. It found that:

1. Those who feel higher ethical pressure were more inclined to leave their present position; those who had already expressed their intention to leave the job had less job satisfaction levels.
2. The whites, registered nurses, and those who had higher work experience were less inclined to leave their jobs.
3. Those who have been in full-time employment mode were more inclined to leave their jobs.
4. Those who have conceived their workplaces and provided resources to contribute to their ethical issues were less inclined to leave their jobs; that is, a better ethical atmosphere was a protective factor against resignation.
5. Those who had part-time jobs were less inclined to leave their jobs compared to those working in full-time mode.

A study by Petty John and Charles (2008) on the work ethics conception assumed by salespersons and their behaviors as a consumer and the relationships between such observations and job satisfaction of salespersons indicated that there is a positive relationship between understanding of salespersons from work ethics of their employers and treatments made by consumers and their job satisfaction.

Okpera and Wien (2008) examined the relationship among work ethics, job satisfaction, and organizational commitment in Nigeria. It indicated a significant relationship among the three.

In a case study, Rahman et al. (2006) investigated the relationship between Islamic ethics of work and organizational commitment among 27 Malaysian bank clerks [16].

In his study entitled the relationship between work ethics and employees' occupational stress in Tehran Technical and Vocational Training Organization (TVTO), Soleimany (2012) found that there negative and significant relationship among workers' presumptions from dominant ethical rules and job stress levels. Regression analysis results showed that the three dimensions interestedness, perseverance and seriousness, and healthy human relationship are significant predictors from job satisfaction.

In his research to examine the relationship between managers' ethical behaviors and staffs' job satisfaction, Beheshti Far (2010) found that there is a relationship between managers' ethical behaviors and staffs' job satisfaction. There is, in addition, a positive relationship among responsibility, seriousness, justice-based behaviors, and trustworthiness of workers.

In his research to examine the relationship among work ethics, organizational commitment, and job satisfaction in Arsanjan high school teachers, Khosravi (2011) found that the relationship between work ethics and organizational commitment was significant, while there was no significant relationship between work ethics and job satisfaction. Moreover, work ethics and organizational commitment were associated, and work ethics and job satisfaction were related. Job satisfaction and organizational commitment can predict five percent of work ethics variance, in which the role of organizational commitment is higher. Additionally, male and female teachers were not different respecting work ethics and job satisfaction. But, the average of organizational commitment was significantly higher in female teachers than their male counterparts.

5. Questions of the Research

1. Is there any correlation between work ethics and job satisfaction in Tehran Municipality managers?
 - a. Is there any relationship between senior managers' supports from ethical behaviors and occupational satisfaction?
 - b. Is there any relationship between an organization's ethical atmosphere and job satisfaction?
 - c. Is there any relationship between an organization's ethical behaviors and occupational positions, on the one hand, and job satisfaction, on the other?
2. Is there any difference in the correlation level between work ethics and job satisfaction in managers with different employment modes including official, contractual, and part-time?
3. Is there any difference in the correlation level between work ethics and job satisfaction in managers with different academic degrees including diploma, associate degree, bachelor's degree, master's degree, and higher?
4. Is there any difference in the correlation level between work ethics and job satisfaction in male and female managers?

6. Methodology of the Research

6.1. Methods: As a practical study, this research adopts a descriptive-survey method for collecting information as for its methodology. In finding the contexts, researcher intends to collect information to make the proper decisions. A survey study is a branch of descriptive research where a special group of people are asked to answer a number of certain questions.

6.2. Population, statistical samples, and sampling method: Statistical population includes all real or suppositional members to whom we wish to extend the results of our study [17]. Statistical population of this research is all managers at Tehran 22 municipality zones. Its statistical population includes 311 subjects who are randomly selected using Krejcie and Morgan table. Analyses were conducted on this number, too. This is to add that sampling was performed in simple random mode.

6.3. Instrument of the research: A standard questionnaire was used to collect data. It had 20 job satisfaction and 23 work ethics items including items to measure senior management supports from ethical behaviors, organizational atmosphere, and relationship between ethical behavior and job position in an organization. This questionnaire made use of Likert four-point scales from *I'm wholly agree* to *I'm wholly disagree*.

6.4. Validity and reliability of the research: To test the questionnaire for its validity, the primary test was distributed to almost 20 persons to collect municipality managers' opinions on questions and finding out weaknesses thereof. After such ideas were collected and analyzed, the final questionnaire was compiled and provided for managers. Moreover, supervisor professors were asked to determine face and content validity of the questionnaire.

Reliability of the questionnaire was determined by means of Cronbach's alpha, which was measured to be 92 percent for all questionnaires. This is an indication that this questionnaire possesses a good reliability.

6.5. Analysis method: In this research, descriptive statistics including frequency, percentage, and average are used to express data descriptively. In order to examine research questions, inferential statistics including correlation coefficient are employed. Finally, correlation matrix and multiple regression analysis are used to get insight into the relationships among variables.

7. Results

Question 1: Is there any correlation between work ethics and job satisfaction in Tehran Municipality managers?

Table 2: Correlation between work ethics and job satisfaction

Work ethics	
0.713 **	job satisfaction

Table 2 shows that the correlation between work ethics and job satisfaction is significant in the 99 percent level of confidence.

- 1.1. Is there any relationship between senior managers' supports from ethical behaviors and occupational satisfaction?
- 1.2. Is there any relationship between an organization's ethical atmosphere and job satisfaction?
- 1.3. Is there any relationship between an organization's ethical behaviors and occupational positions, on the one hand, and job satisfaction, on the other?

In these questions, supports made by senior management from ethical behaviors, ethical atmosphere, and the relationship between ethical behaviors and occupational success are regarded as independent predictor variable, and job satisfaction as the dependent criterion variable. Multivariable regression method is employed to examine the questions. Following table indicates the relationship between predictor and criterion variables.

Table 3: correlation matrix of predictor and criterion variables

	ethical atmosphere	relationship between ethical behaviors and occupational success	supports made by senior management from ethical behaviors
Job satisfaction	0.665 (**)	0.608 (**)	0.352 (**)

This table shows that there is a positive correlation and relationship among three elements of supports of senior managers from ethical behaviors, ethical atmosphere, and relationship between ethical behaviors and occupational success. Pearson correlation coefficient is used to illustrate the relationship.

As observed above, the three components are correlated with job satisfaction in the 99 percent level of significance.

According to the matrix, the highest correlation exists between ethical atmosphere and job satisfaction, followed by the relationship between ethical behaviors and occupational success. Senior managers' supports from ethical behaviors and job satisfaction are, as a final step, significantly correlated.

A stepwise method, which is a cautious method, is used to find out which elements are more used in the predictor equation. This method is the most complex prediction method in which variables are one by one entered and their value is determined. In case addition of variables come to contribute to the model, they will be kept, much like this study in which all remaining variables are reused to determine their sharedness in the accomplishment of the model. They are, otherwise, removed. Thus, this should be made sure that the least amount of predictor variables are kept in the model

Table 4: multivariable regression analysis between ethical atmosphere and job satisfaction

Model	Multiple correlation coefficient	Determination coefficient	Adjusted determination coefficient	Estimation standard error
1	0.665a	0.443	0.441	4.0475

a: predictor (fixed value), ethical atmosphere

b: dependent variable: job satisfaction

In the Table 4, ethical atmosphere is predictor variable and job satisfaction is the criterion variable.

In the Table 5, results of multivariable regression analysis are shown between predictor variable, ethical atmosphere, criterion variable, and job satisfaction. As indicated hereinabove, the highest correlation was observed between ethical atmosphere and job satisfaction. Thus, ethical atmosphere is the first one to come into the predictor equation.

According to the results cited in the Table, multivariable correlation coefficient value between ethical atmosphere and job satisfaction is equal to 0.665 and determination coefficient value equal to 0.443. Accordingly, predictor equation is as follows:

$$\text{Job satisfaction} = 0.645 (\text{ethical atmosphere}) + 9.017$$

As the Table 6 indicates, predictor variable is the relationship between ethical behaviors and occupational success and criterion variable is job satisfaction.

In the Table 7, results of multivariable regression analysis are shown between predictor variable, i.e., relationship between ethical behavior and occupational success, and criterion variable, i.e., job satisfaction.

According to results, multivariable correlation coefficient value between ethical atmosphere and job satisfaction is equal to 0.608 and determination coefficient value equal to 0.370. Accordingly, predictor equation is as follows:

$$\text{Job satisfaction} = 0.837 (\text{relationship between ethical behavior and occupational success}) + 15.399$$

As the Table 8 indicates, predictor variable is senior management's supports from ethical behaviors and criterion variable is job satisfaction.

In the Table 9, results of multivariable regression analysis are shown between predictor variable, i.e., senior management's supports from ethical behaviors, and criterion variable, i.e., job satisfaction.

According to results cited in the Table, multivariable correlation coefficient value between senior management's supports from ethical behaviors and job satisfaction is equal to 0.352 and determination coefficient value equal to 0.124. Accordingly, predictor equation is as follows:

$$\text{Job satisfaction} = 1.049 (\text{senior management's supports from ethical behaviors and job satisfaction}) + 19.200$$

Table 5: multivariable regression analysis results between ethical atmosphere and job satisfaction

Model	Un standardized	Coefficient	Standardized	T value	T possibility
	Variable coefficient	Standard coefficient error	Standard coefficient		
Fixed value	9.017	1.301		6.934	0.000
ethical atmosphere	0.645	0.041	0.665	15.667	0.000

a: dependent variable: job satisfaction

Table 6: multivariable regression analysis between relationship between ethical behaviors and occupational success, on the one hand, and job satisfaction, on the other

Model	Multiple correlation coefficient	Determination coefficient	Adjusted determination coefficient	Estimation standard error
1	0.608a	0.370	0.368	4.3044

a: predictor (fixed value), relationship between ethical behaviors and occupational success

b: dependent variable: job satisfaction

Table 7: multivariable regression analysis results between relationship between ethical behaviors and occupational success, on the one hand, and job satisfaction, on the other

Model	Un standardized	Coefficient	Standardized	T value	T possibility
	Variable coefficient	Standard coefficient error	Standard coefficient		
Fixed value	15.399	1.045		14.741	0.000
ethical atmosphere	0.837	0.062	0.608	13.463	0.000

a: dependent variable: job satisfaction

Table 8: multivariable regression analysis between senior management's supports from ethical behaviors and job satisfaction

Model	Multiple correlation coefficient	Determination coefficient	Adjusted determination coefficient	Estimation standard error
1	0.352a	0.124	0.121	5.0740

a: predictor (fixed value), senior management's supports from ethical behaviors

b: dependent variable: job satisfaction

Table 9: multivariable regression analysis results between senior management's supports from ethical behaviors and job satisfaction

Model	Un standardized	Coefficient	Standardized	T value	T possibility
	Variable coefficient	Standard coefficient error	Standard coefficient		
Fixed value	19.200	1.519		12.638	0.000
ethical atmosphere	1.049	0.158	0.352	6.619	0.000

a: dependent variable: job satisfaction

Question 2: Is there any difference in the correlation level between work ethics and job satisfaction in managers with different employment modes including official, contractual, and part-time?

To examine this, correlation coefficient between work ethics and job satisfaction is calculated for each employment mode. The following table indicates the correlation between work ethics and job satisfaction in each employment mode.

This table is designed in such a way to assign priority to those groups which have higher correlation between work ethics and job satisfaction. The highest and the least meaningful correlations between work ethics and job satisfaction are respectively observed in contractual and deal-based managers. As witnessed, there is no significant relationship between work ethics and job satisfaction in managers who work in part-time mode.

Table 10: correlation between work ethics and job satisfaction in managers with different employment modes including official, contractual, and part-time

Job satisfaction		
0.818 (**)	Contractual	Work ethics
0.704 (**)	Official	
0.686 (**)	Deal-based	
-0.611	Part-time	

Question 3: Is there any difference in the correlation level between work ethics and job satisfaction in managers with different academic degrees including diploma, associate degree, bachelor's degree, master's degree, and higher?

As observed, this is concluded that there is meaningful correlation between work ethics and job satisfaction in managers at all academic levels with albeit different correlation coefficients. The table 13 is designed in such a way to assign higher priority to academic groups which have more correlation between work ethics and job satisfaction. Based on this Table, the correlation between work ethics and job satisfaction in bachelor's degree holder managers is higher than other managers. And, the least correlation between work ethics and job satisfaction is observed in associate degree holder managers.

Table 11: correlation between work ethics and job satisfaction in managers with different academic ranks

Job satisfaction		
0.774 (**)	Bachelor's degree	Work ethics
0.727 (**)	Master's degree and higher	
0.639 (**)	Diploma	
0.600 (**)	Associate degree	

Question 4: Is there any difference in the correlation level between work ethics and job satisfaction in male and female managers?

The numbers cited in the Table 12 indicate a significant correlation between work ethics and job satisfaction in male and female managers, which is higher in men than their female counterparts.

Table 12: correlation between work ethics and job satisfaction in male and female managers

		Job satisfaction
Work ethics	Male managers	0.751 (**)
	Female managers	0.627 (**)

8. DISCUSSION AND CONCLUSIONS

According to the results of the research's questions, this is safe to indicate that these results are aligned with those achieved by Ambert and Hougan (2009), Yousef (2001), Koh. H.C. and Boo E. H. (2001), Vitell S.J. and Davis D.L. (1990), Eschiker (2010), Petty John and Charles (2008), Okpera and Wien (2008), Soleymani, Beheshti Far (2010), and Hianchiko and Alfred H. Wi. Boo (2001), all of which affirming an impacting relationship between work ethics and job satisfaction in people.

Results of this research indicated that there is generally a positive and significant correlation between work ethics and job satisfaction in Tehran Municipality managers. There was, in addition, significant correlation between work ethics elements (relationship between ethical behavior and career success in organizations, senior management's support for ethical behavior, and ethical atmosphere of the organization) and job satisfaction, which came with difference, though. Correlation between ethical climate, relationship between ethical behavior and career success in organizations, and senior management's support for ethical behavior, on the one hand, and job satisfaction, on the other, were respectively the highest. Since ethical atmosphere has more general and mental states than the other two ones, it is more important for managers.

The second question of the research, which referred to the correlation between work ethics and job satisfaction of managers with different employment modes including official, contractual, and part-time, concluded that there is no correlation between work ethics and job satisfaction in part-time managers due to their lack of motivation and job security. This was concluded that there is no difference between work ethics and job satisfaction of managers with official, contractual, and deal-based employment modes because of their regulation-based employment.

The third question of the research, which addressed the correlation between work ethics and job satisfaction of managers with different academic degrees including diploma, associate degree, bachelor's degree, master's degree, and higher, concluded that exclusively the difference between coefficients of bachelor's and associate degrees is significant,

for which no special reason could be found by the researcher. For others, the difference between two correlation coefficients is insignificant, which was attributed to absence of specialization and technocracy in Tehran Municipality. The fourth question, which addressed the correlation between work ethics and job satisfaction of male and female managers, concluded that there is no difference between male and female managers in their work ethics and job satisfaction. This was known to be related to the justice-based conditions provided with the two genders.

Using the results of this research and those gained from literature reviews, the researcher concludes that all of us naturally believe that there is a significant correlation between work ethics and job satisfaction, the fact which is validated by results of this study. This correlation can, however, be converse: as we expect that work ethics, as an independent variable, and job satisfaction, as a dependent variable, are correlated, we can expect that there is correlation between job satisfaction, as an independent variable, and work ethics, as a dependent variable. In fact, the relationship between the two can be a two-way relation; that is, those who are satisfied with their jobs are more inclined to observe ethics, and some people may disregard morals since they're dissatisfied with their professions.

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