

Relationship between Values, Ethics, and Justice with General Policy Making

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ABSTRACT

An ethical behavior and ethical values are important issues which being referred to by many studies, including business. The ethical value is a building block of other values. The above mentioned values help to establish and maintain standards which guide people in a desirable way for the society. Specifically, if standards or ethical values become prevalent among members, their success will increase. This article aims to investigate the consequences of ethical values (ethical behavior and justice) and their correlations. The results of this study show that ethical values have positive effect on the distributive and procedural justice. Also, the distributive and procedural justices have a positive effect on policies. On other hand, ethical behavior has a positive effect on generosity and philanthropy, also affects policy.

KEYWORDS: Values, Ethics, Ethical Values, Justice, Policy Making.

1. INTRODUCTION

One of the most important modern tools is general policies which provide a framework for decision making and values. This necessitates the analysis of the roles played by values in general policies of ethics and justice as a common issue in the third millennium.

In every society, binding values play an important and directing role in the procedure of decision making by policy makers, and investigating policy making processes without any attention to values is imperfect. In policy making processes, human is considered at the heart of the processes. Human values are considered as the tangible and provable facts because their effects and consequences could be observed in an individual's behaviors.

It is worth noting that values are considered as the basis of cultures. Like the basis of an organization's philosophy of achieving success, values show a common course for all society members and provide them with everyday policies and routines. On the basis of the recognition of the importance of values and their correlations with culture, it is necessary to determine basic values which are rooted in every individual's values. Each society is made up of numerous values which are different from those of others. However, the foundation of the all specific values is a set of accepted values with which all people are identified [1].

Therefore, determination of the guiding ethical values begins with the fact that professional ethics is not only an ideological issue, but also Son [2], who is the founder of organization of the professional ethical development, introduced the ten global values which seem to be necessary for ethical life.

The above-mentioned values include honesty, truthfulness, faithfulness, bounding, fairness, heedfulness, respect, to be a responsible citizen, prominence. This study aims to investigate the relationship between values, ethics, and justice with general policy making and their consequences. To this end, the concepts of ethical values and justice are considered and their consequences are described.

General Policy Making

General policy making is described in different ways, but to put it simply, it is a decision which is made as a common problem. However, it should be noted that policy is not merely related to decision making, rather it is a process that includes actions which start from the time of problem occurrence and concludes with evaluation of the obtained results.

Therefore, agenda setting is one of the most important issues in policy making which determines what issues to be investigated and what issues to remain untouched [3]. Believes that policy is a condition that provokes a need or dissatisfaction of a group of people who are seeking freedom. Also, there are some needs or dissatisfactions which are not included in the agenda setting of policy makers. Now the question to be raised is why and how, in some cases, the issue of policy making is set forth. This decision is of great importance and some scholars even consider it more important than the decision to be made about solutions. In the real world, policy making does not happen by itself, and there are some tactics which are implemented by people, organized beneficiary groups, policy planning organizations, political candidates, and mass media. The implementation of policy making does not take place in a specific period of time and as separate actions. Rather, it is a process consisting of several phases. In fact, several policy makers play

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different roles in making a policy. Based on this model, policy making process is a series of political activities which include problem identification, developing solutions, legitimating (i.e., to attract support and confirmation of legislation, executing, and jurisdiction organs), execution, and evaluation (to determine whether selected solutions in the framework of policy can solve the problem and are accepted or not [4]. Every policy is a kind of plan for government measures in the society and is made up of different parts. The motive behind action and government measure in society are among necessary elements of policy. The action motive justifies policy and legitimates it [5].

1-The nature of general policy

General policy making is usually considered a cycle, in which affairs are considered as a problem, different action cycles are investigated, implemented, and evaluated by employees, necessary changes are made and finishes whether successfully or unsuccessfully. It is obvious this process can simplify a complicated phenomenon. In spite of the proposed simplification, policy cycle is a political process whereby most of the general policies pass through it. Although the fact underlying general policy is so complicated, its classification into a set of separate processes like what is presented provides a framework to categorize actions that occur in general policy making [6].

2-1 Definitions and Concepts of Policy

Policies guide our thought to make a decision. It also determines the area in which future decisions are expected be made. Based on the subject, policies are divided into personal and otherwise. Policy is a general plan which is considered as an action plan for managers. It means that high level managers play a significant role in determining general policy of organization. The policy determines the manner of plan execution for high level managers and is also a tool to monitor the processes [7].

The policy must be explicit, feasible, flexible, comprehensive, logical, legally distinguished, and written [8]. Writers provide different definitions of the notion of policy. Lasoul [9] defined it as a "designed plan including goals, values, and action." Renei [10] considered it as a "predetermined action" or "to state demands." Generally, whatever decided by organizations to do or to prevent them is treated as a policy [11]. In fact, policies are guidelines which direct organization activities and actions based on the decisions [12]. The policy shows demands and expectations of different segments inside the organization which are reflected as executive, jurisdictional, and legislative rules [13]. Altogether, what is common in all definitions is that policy relates to the process or the model of actions which is made to compensate for general problems, whether real or metaphorical.

3-1 The place of policy in organization management

Policy is a key notion in strategic management. Before the place of policy in strategic management is investigated, it is necessary to make a short review regarding the importance of planning. The fulfillment of personal and organizational goals necessitates planning in a way that we have to plan in order to achieve every simple goal [7]. In fact, there are some specific stages governing planning which are mentioned by most of the studies related to strategic management. Every plan begins with a statement of existence philosophy (mission, commission, and long-term goals). Later on, short-term goals are determined based on organization existence philosophy. Finally, strategies, policies, manners, regulations, and action plans are proposed. The above-mentioned stages are as follows:

- 1- Mission
- 2- 2- Short term goals
- 3- Strategy
- 4- Policy
- 5- Manner and regulations
- 6- Action plans

According to the above-mentioned issues and the place of policy in planning and strategic management, it is clear that they are among the most important tools that managers use to implement organizational strategies. Regulations, the current state of the world, and social characteristics affect the type and the results of the actions which taken by people.

Social characteristics are usually referred to as *culture*. Values, preferences, and beliefs of potential participants are among these characteristics [6]. This study aims to investigate the effect of social characteristics on the policy at macro level. In other words, the effects of some of the basic philosophical and fundamental beliefs of society on the most massive action level, (i.e., government) and the most basic motive behind an action is investigated.

2-The concept of value

2-1 The meaning of value

Value is literally defined as whatever which is beneficial, demanding, or admirable for a group or an individual and is also valuable. In fact, value is one of the most fundamental factors determining thought and human actions and also forms a social life. Therefore, values are a series of criteria that give meaning to general culture and society.

2-2 The operational definition of value

Human beings usually have some ideas about what is good or bad, correct or incorrect, and necessary or unnecessary. These kinds of ideas are called "value", and when they are organized in a system of criteria to evaluate ethical value and behavior worthiness, they form a value system [14].

Thus, values are systems of symbols which are organized in a form of abstract ethical ideas regarding good or bad, correct or incorrect, and necessary or unnecessary. Due to their general and abstract nature, values comprise various situations. In this sense, values are general in a way that could be used in different situations.

It is concluded that value is a criterion, model, and tool to evaluate people's behavior, speech, and action. Also, society, group, or a person judges other people's actions and behavior based on the above-mentioned factors.

The phrase *social value* is as important as social institutions. Like other concepts in sociology, value has different meanings. The definition of value which is agreed upon by many sociologists and anthropologists is as follows:

Values are the final goal and of social action. Values are not totally dependent on the common principles, rather they relate to idealistic principles. Indeed, values are illustration of ethical principles. As the French anthropologist Cazoneuve [15] put it, "Beliefs, norms, recognitions, techniques, and material objects by which thoughts and tendencies are shaped and experienced make social values of a group."

From a sociological point of view, social values comprise issues which are agreed upon by all people.

Social values form facts and actions that are desirable and are demanded by most society members. According to Ag Bern and Nimkof [16], "social value is a phenomenon which is considered by the society". "The social value becomes the motivation of social tendencies which are general tendencies inside the people and drives perceptions, feelings, and actions" [17].

Based on the above-mentioned criteria, things and even animals are being evaluated and described by words such as good, bad, admirable, and blameful.

Some of the characteristics of values are as follows:

1. The values are common among people, who agreed upon their importance (social consensus).
2. Values accompany feelings. People fight to preserve values.
3. Values do not depend on personal judgment.
4. Since there is a consensus among people regarding values, they could be abstracted from evaluated elements.

3-Ethical

3-1 The concept of ethics

From scholars' (EXAMPLES) point of view, ethics is a physical attribute which drives any good or bad action. This attribute could be consistent or inconsistent and intentional or unintentional. The most common term used to define ethics among Muslim scholars (EXAMLES) is "the consistent physical attribute which drives actions without deliberation" [18].

Observation of ethical values is among the most prevailing phenomena in every organization. The ethical principles are a part of formal policies and informal cultures governing organizations. Ethics means observing spiritual principles and values governing people or an individuals' behavior based on what is correct or incorrect. The ethical values determine criteria based on similar criteria. Ethics is different from actions driving from regulations. Legal behavior is deeply rooted in a set of regulations which specify an individual's type of action and are accepted by society and the legal system.

The ethical principles mostly relate to behavior not included in legal provisions. The legal provisions are applied to actions that are not included in ethical principles.

The observance of ethical principles is not equivalent to the observance of regulations. There are a lot of illegal acts which oblige managers to be more sensitive to norms and values. The ethical principles in management are those which guide managers ethically at the time of making decision and behaving. The issue of social responsibility is included in this area and is related to managerial commitment.

The ethical environment of organization includes the chosen ethical ideologies by the members and fundamental ideologies related to management, ethical leadership, and an ethical criterion which forms the organization. Such environments can develop reasoning and ethical justifications within people and also improve employees' behavior in uncertain working conditions. Therefore, organization is solely responsible for ethical monitoring inside the organization.

Hunt [19]. Proposed the concept of organizational ethical values which in turn described the cultural characteristics of a ethical environment. The results show that people's perception of values correlates positively with specific ethical beliefs and ethical management. Employees usually prefer organizational environment in which ethicality is dominant. Ethical values of organizations develop employees' general responses to work. Organizational commitment is one the results of ethical environment since committed employees are familiar with organization values.

3-2 The disciplinary ethic

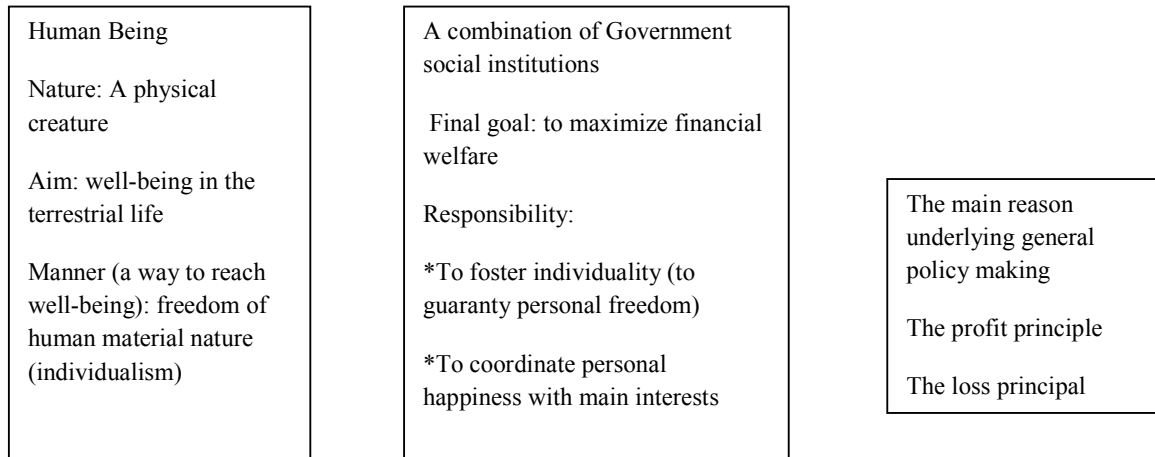
At present, ethics is reached into organization in the form of the ethic charter and rules governing professional behavior. Ever increasing attention to ethics in the last decade made the scene for globalization, progress of decentralization, increasing occupational and commercial communication between governmental organizations and the private sector, development of social studies, and to increasing demand for responsiveness and social responsibility by political and legal authorities.

The disciplinary ethic is changed to a reform movement in governmental management, aims to study and identify human disciplinary principles. It also investigates developing of the ethic charter, behavioral principles, ethical practices, ethical management, ethical decision making, culture of ethics, and ethical infrastructures.

The Organization for Economic Cooperation and Development (OECD) aimed to control corruption, preserve and maintain ethic, and adjust incorrect behavior as one of the effective models of the management of ethicality. In this model, organizational and environmental factors are combined to large extents, as follows:

- Commitment of leaders, politicians, and managers to preserve ethical affairs
- Precise and necessary ethical policies and regulations
- Condition governing society and organization
- Encouraging systems and mechanisms to stimulate ethical behavior
- Reasoning accept ethic
- An occupational position
- Personal needs
- Dynamic civil society

If an ethical structure has reached appropriate function, an environment would have provided in which desirable personal behavior is encouraged [20].



The pivotal goal of Mill (1873-1806)²¹ was to reform the world to progress human beings. He also asserts that human personal freedom is an only tool to make progress (Mill, 1806-1873)²¹. However, personal freedom should be in accordance with ethical principles and broader general interests.

The profit and loss principle

Prior to Bentham [22] and Mill (year), the liberals were of the opinion that personal freedom is a valuable norm and also the main task of the government (Stanford University, 2010) [23]. Bentham (YEAR) proposes that the task of the government is to ensure the well-being of society. Also, Mill [21] considers personal freedom as a progressive tool and seeks its limitation based on collective profits. In this way, he changes liberalism from a political theory to a ethical theory which base upon profit theory regarding government and human (Stanford University, 2010)²³. Followed by Bentham [22], Mill [21] states that the basis of decision making and the correct or incorrect criterion at the government level is to provide the highest level of well-being for the largest number of people (i.e., profit principle). In his view, the best government is one which maximizes the opportunity to achieve human profit for every member of the society (Stanford University, 2007) [23]. In fact the government is the manifestation of people's demands [21]. Therefore, the government's aim is to meet the overall demands of the society. Mill, like the followers of intellectualism, believed that human is a physical creature, lacking innate understandings and any predetermined goal [24]. Mill [21] states that all society members are trying to maximize their own well-being. So human beings have a secular perception and are interested in life on the earth. He argues that the only way to reach well-being is to foster individualism and personal freedom. In this way, government and social institutions are obliged to strike a balance between power and control.

4- Justice

4-1 The Definition of Justice

Motaharri in "Divine Justice" defined justice in three ways:

An Equilibrated collection is consisting of different elements with a specific aim. In this collection, the elements are interconnected. Every society must be equilibrated in order to stay organized. In other words, society needs economic, political, cultural, legal, and educational affairs which are divided among members. In social equilibrium, the amount of requirements is considered, and budget and manpower is allocated accordingly. In this case, the concept of "policy" is proposed.

To establish justice among people was the most important principle that prophets invited people to. The justice must enter every human's daily life. What is explicitly understood from holy Quran is that justice is the basic principle, the only aim of prophetic mission, and the divine Mizan .

We sent aforetime our messengers with Clear Signs and sent down with them the Book and the Balance (of Right and Wrong), that men may stand forth in justice; and We sent down Iron, in which is (material for) mighty war, as well as many benefits for mankind, that Allah may test who it is that will help, Unseen, Him and His messengers: For Allah is Full of Strength, Exalted in Might (and able to enforce His Will)." (Hadid,) [25]

Therefore, governance of justice upon planning, prestige, and direction is a prerequisite of binding over Islam [26].

Social justice is one of the most important instructions of prophets and their prophetic mission. The prophets' continuous endeavors were aimed at spreading and applying justice among people. They also tried to convince people to accept benefaction and justice as two basic elements of well-being. Therefore, every person who is familiar with religious training is quite aware that the execution of justice in society is like a soul by which the divine religion is revived and the direct way is passed.

Living justice or economic justice is defined as one of the most important kinds of justice which has a fundamental effect on physical and spiritual life and education [26].

4-2 Organizational justice

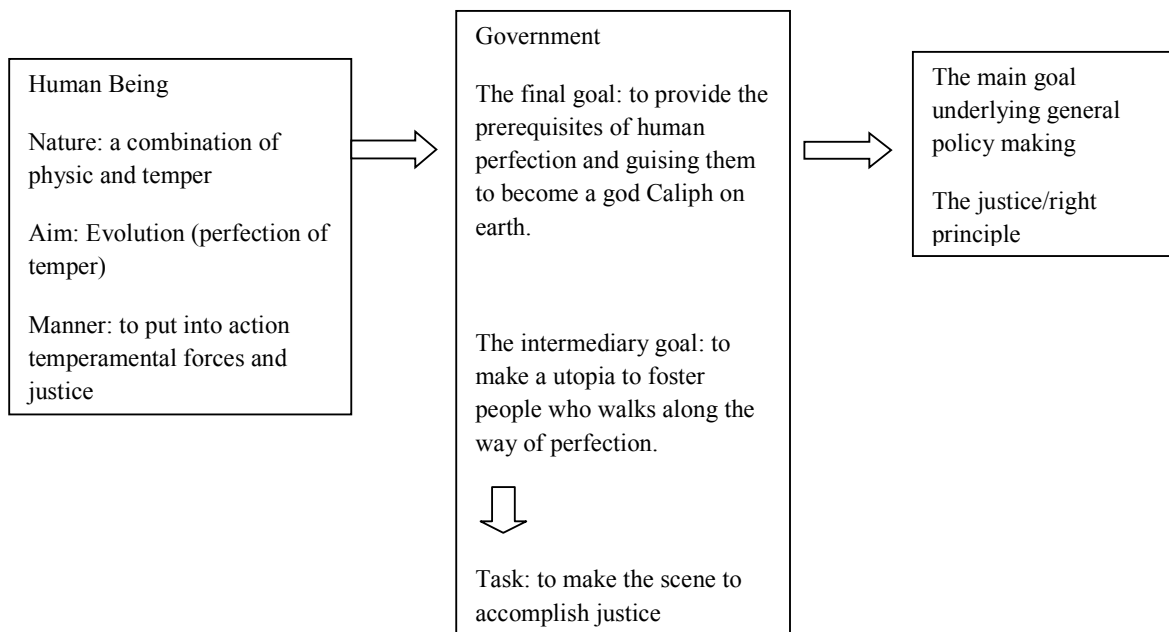
Greenberg [27] was the first scholar who used the term *organizational justice*. According to Greenger [27], organizational justice directly correlates with employees' perception of occupational equity in the organization. The studies by showed that just procedures play an important role in the organization. The findings also reveal that interaction among people in organizations can affect beliefs, feelings, attitudes, and behavior of employees. Organizations' fair treatment of employees usually provokes higher commitment. Also, people who feel injustice are less committed and are more likely to leave the organization. They may show unethical behavior like revenge. Therefore, understanding the manner in which people judge justice and react to perceived injustice are among the main issues governing organizational behavior. Scholars have categorized three different kinds of justice:

A) **Distributive justice:** It is concerned with fairness of the outcomes that employees receive. This kind of organizational justice is deeply rooted in Adams' [28] equity theory. His theory deals with the employees' reaction to the managers' interventions and unfair treatment in the distribution of facilities and rewards [28].

B) **Procedural justice:** It has to do with the perceived justice from a procedure which is used to distribute rewards. The question to be proposed here is that "Is it possible that an employee who receives less reward than others does not feel injustice?" The answer is positive. Take an example here. Suppose two employees who have similar competence have the same position. But one of them is paid more. The organizational policies governing payment include several legal requirements such as working shift and working hours. The above-mentioned employees are quite aware of the organization's payment policy and advantage the same opportunities. In this way, if one of the employees receives more, it will not be considered injustice.

C) **Interactional justice:** It includes manners by which organizational justice is conveyed from managers to employees. This kind of justice relates to aspects of interaction (such as politeness, honesty, and respect) between addressees and the addressed. Since interactional justice is determined by managers' behavior, it is related to the conceptual, perceptual, and behavioral reactions to the management. Therefore, if an employee feels interactional injustice, he or she will react negatively to the manager rather than the organization. This reaction usually leads to less commitment and negative perception toward the manager (instead of the organization).

The Islamic government is bound to provide prerequisites to achieve justice. This means that justice can shape the norms and governmental organizations and is considered as a principle in almost every governmental decision. In other words, the decisions and general policies are tested with justice. So, if the government tries to achieve justice, the main principle underlying most general policies and the criterion by which most decisions are made will be justice [29].



5- Ethical values and justice

Ethical values are defined as a subcategory of culture which shows multidimensional mutual effects within formal and informal behavior control systems. These informal systems include a set of beliefs, norms, and actions that are common among society members. In spite of informal aspects, ethical values could be shown through more formal systems like reward system, policy, and manner. When people believe that policies and manners are controlled by executors in the system, ethical values would eventually be rooted. For example, managers can represent these values by encouraging ethical behavior and discouraging unethical behavior.

The logic underlying emphasis on ethical values as an impressive tool to affect employees' ethical behavior is that people are expected to act according to organizational values. The studies by showed the effect of ethical context on concepts like occupational satisfaction, commitment, intention to leave the job, and ethical challenges. In other words, ethical context affect individuals' behavior including ethical behavior.

Cohen Chursh et al. [30] stated that procedural and distributive justices are two fundamental elements of organizational justice.

Procedural justice pertains to justice, the quality of policy, and organizational procedures from a procedure which is used to distribute rewards. However, distributive justice relates to justice and perceived equity from the real rewards or outcomes. Previous studies show that the higher level of justice positively correlates with satisfaction, commitment, and confidence.

The lower levels of justice also correlate with weak performance, leaving the job, and occupational dissatisfaction. So, both forms of justice correlate with organizational ethical values.

Both ethicality and justice are deeply rooted in the concept of justice, which includes judgments about right or wrong. In as much as the above-mentioned procedures and regulations are followed, people consider their environment as justice. Finally, it is concluded that ethical values are positively correlated with justice.

CONCLUSION

Ethical values are the building block of all values. These values help establish and maintain standards which guide people to desirable actions. Specifically, whenever ethical standards or values are widespread among people, their success also increases.

The values are foundation of culture in every society. Values, like philosophical principles, provide a common ground for all people and also introduce policies into their daily routines. It is necessary to determine fundamental values within people through establishing importance of values and their correlation with culture.

According to the arguments above, it can be concluded that ethical values and justice (procedural justice and distributive justice) are considered as prerequisites of ethical behavior. Ethical behavior leads to appropriate behavior (i.e. generosity and philanthropy). The policies play an important role in individual behaviors. Establishing ethical behaviors can improve ethical behavior. To increase perception from justice increases public justice and consequently commitment increases. The ethical behavior may correlate with external outcomes like satisfaction with the system. The people who behave ethically usually play a more active role in the activities that are beyond their tasks. Ethical behavior makes the ground for the suitable behavior.

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