The Effective Factors on Managers’ Professional and Official Behavior in the Governmental Organizations of the Islamic Republic of Iran

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Abstract

The present research is conducted to identify the effective factors on managers’ professional and official behavior in the governmental organizations of the Islamic Republic of Iran. This study while describing the components of business ethics in organizational culture, will investigate the effective factors on managers’ professional-official behavior in the governmental organizations. The present study is a qualitative one in which its data are obtained secondarily and analyzed descriptively. The necessary data are collected using the published and unpublished references and are analyzed qualitatively. Data analysis is carried out so that all collected information is classified in accordance with the objective of the study and is integrated with the researchers’ knowledge and understanding of the issue. In fact, the realities are combined with researchers’ understandings and finally the obtained results are published according to the research objective.

Keywords: Ethics, Professional-Official Behavior, Manager, Management, Organizational Ethics.
Introduction

Business ethics while having a number of objectives and relations in common with ethics, have common and distinct definitions and objectives that nowadays are less considered (Yusefi Mahale, 2008; 300). Many of industrial countries have reached the maturity that overlooking ethics and escaping from responsibilities and ethical commitments result in the obliteration of official system. Therefore, they have attempted to consider a special position in their researches concerning business ethics. In today’s world where official corruptions are widespread, reinforcing business ethics has increasingly attached particular importance to itself so that it has gained a strategic role and a high position in organizations. Strategic management experts have regarded desirable ethics in organization among the preconditions of good management. Thus, the masters of professions and jobs in each field should establish particular business rules for their profession. The rules of business ethics in the social, political and lawful conditions dominant over the activity of the masters of professions in each country should be developed for that country. Certainly, no dimensions of business ethics that have not observed the principles of business ethics can be recognized nationally and internationally. Different definitions are presented for business ethics that a number of them are dealt with in this study.

Literature Review

Business ethics are among one of the important issue of human societies, which is regarded lesser. The first enacted law concerning business ethics dates backs to Hippocratic medical oath in Greece in which doctors’ ethical duties and responsibilities were determined, but nowadays, the essence of organizations is obliterated owing to ignoring ethics and escaping from social responsibilities and commitments (Ghaedi et al., 2013). For this reason, many of organizations feel the need to devise ethical strategy and believe that a particular culture should be integrated into ethics in organization. Thus, they have attempted to consider a special position in their researches concerning business ethics. In short, they have defined business ethics as “the common behavioral patterns among the individuals of a profession” (Ameli, 2009). Todaro (Kavian, 2005: 45) has studied the issue and believes that business ethics the commitment of mental and physical energy of an individual or group to a collective idea in order to gain the internal strength and faculty of the group or individual in any way. Business ethics make social, economic and political organizations and continue national development. This issue is also investigated by Shiee. He (Shiee, 1990; Kavaian, 2005: 46) has analyzed the relation between education and business ethics and has pointed out that the highness of workers’ education increases expectations. They consider intelligence as the means of success, search business ethics in reward and cannot tolerate works with no progress.

Business ethics in organizations are among important organizational behaviors suggested and emphasized by Sahil (1990) (Kavian, 2005: 46). The age increase of manpower and the percentage increase of employed women have influenced the norms relevant to business ethics. The effect of age variable on business ethics in various previous researches is as a non-linear curve like “v”. Amiri et al. (2010, 139) have defined business ethics as “a series of rules that individuals should observe in doing their professional work voluntarily, consciously and innately without having external requirement and penalty in the case of abuse. Gharamolki (2003: 137) also regards business ethics as a branch of ethics knowledge and adds that business ethics
investigates ethical duties in a business and their ethical issues. He believes that business ethics is defined as a certain activity that guides individual to the determined position along with particular ethics.

The issue of business ethics is also analyzed by Mohseni, one of the researchers of cultural and social studies. He, in his investigations titled “the analysis of sociocultural knowledge, attitudes and behaviors in Iran” (2010) (Kavian, 2005: 46) concluded that in Iranian society, a majority equal to 4.81 believe that “Persons’ livelihood is as much as their portion”, which is considered as an important factor in weakening business ethics. According to Mohseni, believing in destiny is among the other false beliefs resulting in the reduction of business ethics. He believes that the incongruity between work and fee is among the most demanding economic issues of society that has affected employees’ work motivation highly. The major problems from Iranians’ view are inflation, economic inadequacies and unemployment that are approximately 61% of the problems from the respondents’ views (Mohseni & Kavian, 2005).

Business ethics are among the issues that are also taken into account in Islam. The issue has been so important that Imam Ali (pbuh) mentioned the following description for business ethics. Human’s reverence means that man is respected either as a worker, employee or manager. The value of judgment is about man’s behavior and not the man himself; man’s freedom is an ethical value; faithfulness is to organization, group and individuals, and trustworthiness is ethically obligatory (Gharamaleki, 2003: 76). This issue is mentioned as an important one by the Prophet (pbuh) and other innocent Imams (pbut). For example, several hadiths are mentioned as follows: The Prophet (pbuh) stated that “verily, I am sent on a mission to make ethical virtues perfect”. (Kanzolamal, vol. 13, pp. 151, hadith. 36472). In another interpretation from Imam Ali (pbuh) it is mentioned that “be faithful to ethical virtues, because it brings honor and be away from inferior ethics, because it makes noble men inferior and ruins greatness” (Kanzolamal, vol. 10, pp. 143, hadith. 28731). Generally, by reviewing the literature review, it is determined that the issue of business ethics has been considered by organizations and offices and its importance has been increasingly increased in these places because the effects of these factors on organizations’ business ethics have been increasingly more visible. The improvement of life conditions and the promotion of life level are among the most important components of business ethics that finally would be achieved. There exist other ethical indices in the path of life quality improvement that are achieved and improved with the help of various factors. These indices include relative meritocracy in devolving responsibilities, criticism-accepting, predictability, increase of job security, support of business position, providence of background and tool for promoting business ability, sufficient and fair reward, effort to promote life security and business capacity, promotion of easy and friendly communication of employees with managers, reinforcement of participatory management, loyalty and commitment to organization’s objectives and mission, reinforcement of organizational agility, providence of background to increase employees’ agility, support and protection of position, employees’ respect and rights, consideration of employees’ mental health and trusteeship. In other words, the most important components and indices of business ethics include responsibility, excellence-seeking and competition-seeking, respecting others, observing and revering social values and norms, fairness and equity, empathy with other and loyalty (Seyyedi, 2008; Gharamaleki, 2003). In Figure 1, the environmental and organizational factors affecting managers’ and employees’ professional and official behaviors are combined largely that the most important ones are as follows:
The improvement of the indices of business ethics is regarded in all religions and ideologies and has been among the basic needs of successful and pioneer organizations. Thus, the present research has analyzed the effective factors on managers’ business-official ethics in governmental organizations by explaining these indices.

**Research Theoretical Framework**

Investigating the available theoretical literature concerning the effective factors on managers’ business ethics in governmental organizations, it is found that various models exist in this regard in the world that the most important ones include:

- Bartels’ ethics in marketing (Bartels, 1967)
- Trevino’s person-situation interaction (Trevino, 1986)
- Bomme et al.’s behavior of ethical and non-ethical decision-making (Bomme et al., 1987)
- Stead et al.’s ethical behavior (Stead et al., 1990)
- McDonald and Nijhof’s stimulation of ethical behavior in organizations (McDonald & Nijhof, 1999)
- Painter-Morland’s Ethical framework (Painter-Morland, 2001)
Studying the model that their description is out of the field of this study, it is concluded that various factors affect managers’ ethical behavior in governmental organizations, but in most of ethical models, the effective factors on managers’ behavior in governmental organizations are the same resulting in official health. Library method was used to achieve this objective.

Methodology

Collecting necessary information for a research is one of its crucial stages. The stage of collecting information is the beginning of a process in which the researcher collects field and library findings and makes them compressed inductively by classifying them and then analyzes them and evaluates his/her formulated hypotheses and finally issue decree and finds the answer to the research problem by depending on them.

The present study is a qualitative one in which its data are obtained through secondary method and are analyzed descriptively. The necessary data are collected using published or unpublished sources such as papers, reports, books and newspapers. These sources have been available in the exclusive libraries of organizations and university libraries. In the present research, the most important tool used to collect data is the researcher himself so that the researcher personally attempted to note important points, transcript and classify data, interpret information, analyze data, rewrite and summarize them. The present study is a qualitative one in which its information are analyzed qualitatively. Analyzing the information is as follows:

1- All required secondary information are collected, and classified through secondary documents including printed or unprinted Persian and English materials according to the objective of the study.
2- The classified and grouped information are integrated with science and knowledge as well as researcher’s understanding. In fact, realities are combine with researcher understands.
3- The results are published in accordance with the objective of the research.

Results and Discussion

Business ethics include a variety of the components of general ethics that shows themselves in working organizational places. Ethics also include a variety of behaviors, values, norms and duties. Ethics encompass various definitions in cultures and different political and economic systems. According to this rule and the various researches, ethics in cultures and different political and economic systems are affected by different factors that will be investigated. The results of the present research show that various factors such as rich Iranian culture, strong Islamic economy, healthy political environment, advanced technologies, law-orientation, religious orientation, healthy competition, reinforcement of rewarding system, proper behavioral principles, desirable job characteristics, rich resources, appropriate organizational culture, organizations’ high objectives, managers’ accurate behavior, post authority, organizational atmosphere, performance evaluation, presence of authorities, industrialization of society, managers’ education promotion as well as managers’ age and experience increase are considered among the factors affecting managers’ business ethics in governmental organizations discussed in the following. Concerning the effect of managers’ age in their business ethics, there exists desultory studies (Tonkenejad, 2004; Zolfaghari & Pourfallah, 2014). Kabakov and Stofi
(Tonkenejad, 2004) by reviewing researches on management and age, have explained the importance of the relation between age, management and leadership and have added that more elderly managers will remain in employment of a company for longer years and work in different leadership role along with the younger members. Since there are many young and elderly in organization, their effective management is indispensable to understand organizational objective more completely. Kakabadseh et al. (Tonkenejad, 2004) placed age as one of the various characteristics in the field of organizational demography. From their researches of senior governmental employees of Australia and managers in the general health services organizations in England, the author concludes that gender is an insignificant demographical factor in determining leadership performance and views and they pointed out that organizational demographical factor such as organizational service period and individuals’ age affect the form of managers’ philosophy, attitude and behavior significantly in organization.

Blaw (Tonkenejad, 2004) puts service period, profession, gender and race in the list of demographical characteristics. He has pointed out in his theory of demography that demographical characteristics such as age affects social dynamics that in turn, affects organizational outputs such as organizational performance, conflict and job abandon. Kakabadseh (ibid) also states that gender is rarely a determining factor. According to him, factors affecting individuals’ performance majorly are service period, remaining in job and organization, managers’ age and their attitude. He suggest that most of mature managers have better performance in both attitude and age. Shobert (Tonkenejad, 2004) analyzes the relation between age and leadership style. He observed that political experience in relation to age affects activity. Inexperienced mayors showed lower activity style regardless of their age and experienced mayors at the age of 60 and 70 had the lowest activity style.

Culture is among other factors affecting managers’ business ethics in governmental organizations that can create community norms and a guide for behavior. Culture affects managers’ decisions strongly concerning acting ethically and non-ethically in the workplace. Culture has a great effect on employees’ ethical conditions. Javaher Dashti and Khalili Eraqi (2003) in compiling their special report regarding unwritten facts of business ethics principles: the principles of business ethics, the success secret of organizations conducted an interview in which two important factors are mentioned as the ones affecting business ethics. Identifying society’s culture and business has an important role in forming business ethics appropriately. In this study, referring to the different principles dominant over different cultures and jobs, it has added that by combination of principles dominant over jobs and cultures, a combination of factors affects business ethics that should be regarded. Culture can play a crucial role in promoting business ethics. Culture can encourage laziness, hard-working, effort, quality and accuracy in doing works. Culture can prevent from responsibility or facilitate it in a set. Culture can be considered as a spring to achieve official healthy place and an atmosphere that promotes official corruption in the form of a set of common beliefs and values affecting members’ behavior and thoughts. Totally, all problems in different fields are themselves the effect of another more important factor called “culture” and the lack of proper intellectual and attitude background is the main cause of problems. In addition, a direct relation exists between cultural beliefs namely internal and accepted beliefs and values and technological and industrial development. Thus, to make any transformation in the mentioned fields, firstly intellectual changes resulting in a new man should be made. According to McClelland, such a man is an
individual who is adaptable, independent, efficient and committed to long-term planning and considers the world changeable and more importantly is confident in his ability to make change (Hajatzadeh, 2013).

Organization’s economic conditions (such as financial issues) are among other factors affecting managers’ business ethics in governmental organization. These conditions can result in both non-ethical behavior and ethical one in organization. Appropriate economic conditions result in ethical behavior and inappropriate financial conditions result in non-ethical behavior. Therefore, economic criteria are more correlated with ethical decisions. Instable economic conditions and competitive pressures can provoke non-ethical behavior in organization. Fassin (2005: 123) considers organizations’ economic, social, cultural, and political conditions and the competitive factors of them among the factors affecting business ethics and believes that economic and political instability as well as chronic cultural-historical pains are utterly incompatible with participatory culture and teamwork. According to him, the lack of facilities and work tool, unsuitability of tool, inappropriate work atmosphere, excessive working volume, busy official environment and breaches provoke ethical conflicts. Furthermore, improper social education such as irresponsibility, consideration of laziness as a kind of cleverness and unequal world competition threat business ethics and other similar factors undoubtedly affect organization’s ethical condition (Fassin, 2005).

Education is among other factors affecting business ethics, which is taken into consideration in various studies. Education is the best option to promote employees’ efficiency. Ethical education is an essential issue along with job education. Teaching ethical issues seems an extremely hard work, but it has real and undeniable norms and values that increases individuals’ efficiency, promotes the capacity to do work appropriately and view to their job and profession. In researchers’ view, ethical education includes a series of rules and principles given to organization’s employees and managers in order to have a proper behavior with themselves and other as well as encounter with their clientele respectfully. The ethical education is formed in the framework of knowledge, habit and behaviors (Beykzad et al., 2012). Rismanbaf (2009: 68) in his study titled “an introduction to business ethics in librarianship and information” (emphasizing the two components of theory and education) has suggested a theory called “balancing function of libraries” as a foundation to compile and tech business ethics of librarians and informants and has pointed out that governmental sectors such as education, libraries and governmental information centers as well as private sector such as different informational networks and databases (in the case of governmental supports to access them) libraries, informational centers and mass media in association with NGOs have an important mission in this regard.

Information system and the media are among other factors affecting managers’ business ethics in governmental organizations in the Islamic Republic of Iran that have been always regarded. In other words, organizations needs a comprehensive system creating verbal and effective communication in order to achieve efficient and effective processes in the two fields of being informed and giving information. Information system regarding ethical values in turn has played the role of education and plays a crucial role in forming social behavior and individuals’ encounter with each other as well as employees with their authorities or clientele. A number of ethical rules and attitudes in the field of information can be offered to the public in written from
such as ratifying and presenting laws and some other ones through the Internet at a more comprehensive level (Beykzad et al., 2012). Jafarinejad (2006: 82-83) in one study investigates a number of the areas of business and media ethics and by reminding the role of education especially media in managers’ business ethics in governmental organizations has emphasized that two distinct roles have been considered for them since forming the media, social awareness in society and a profitable commercial activity. Persons who work in this field usually take one of these two roles more serious. Each of these roles has no equipment for the ethical system of the media. In the framework of the first role, the media may regard itself as the guide of society in the direction of ethical principles. Certainly, sometimes this attitude may take a powerful form so that the media do not observe ant principle to reach their objective. The kind of mission, which is determined for the media determined their ethical principles. On the contrary, the media that aim profitability merely, if consider the objective in the short-term, do anything (even non-ethical work), but if the media see the objective of profitability, they are obliged to observe the ethical principles in the society so that they follow the dominant norms and values tactically.

Moreover, religion is one of the regulators of managers’ ethics in governmental organizations. Najarzadegan (2009: 17) in this regard points out “business ethics mean professional mood found frequently in religious teachings. Monotheism as the principle of the principles of all beliefs in the system of divine religions is knotted with the warp and woof of these teachings and give it meaning and authority. Man’s ethical education is the subsection of God’s coach and His guide to the all universe. Man, in divine worldview is the twin of monotheistic nature and is an allegory of the tree of monotheism. Therefore, man’s beginning and reformation including his business ethics should be founded in accordance with prophets’ reformative movements and the pure word of “there is no god but Allah”. Husseini and Abbasi (2012 A: 137) in this regard believe that piety is the guarantee of the reformation of deeds and consequently influences organizational results and objectives desirably, because piety is a force that keep man away of all internal and external dimensions and makes him strong against lapses and is a queen giving man spiritual and ethical immunity. Imam Ali (pbuh) regards piety as a firm castle keeping man away from the prohibited things and is the key to decency and competence. In other words, it is the basis of the principle of piety, God-seeking and servitude of God. In fact, the only strong fortress that can keep man away from lapse and error is the fortress of monotheism and servitude of God (Farmahini Farahani et al., 2009: 69).

The use of punishment and encouragement is among the other factors affecting business ethics. This factor is confirmed in various writings. Siadat et al. (2010: 40-45) in their study titled “ethical leadership and in educational organizations” analyzed the role of financial and nonfinancial rewards in promoting ethical behavior and added that ethical leaders and managers have put the use of the system of rewards and punishments on the agenda in order to make employees loyal to ethical behaviors so that they could have internalized these behaviors using this system.

Managers’ behavior is another factor affecting organizational business ethic. Senior manager itself is a role model and should not send ambiguous messages, while speaks of particular ethical standards depends on other standards in practice. Senior management should not promote non-ethical behaviors. On the other hand, organization’s ethical behaviors should be promoted and reinforced (Tavallayi, 2008). Ghorbaid et al. (2005) also have pointed out managers’ role in
forming proper business ethics is effective and have added that when the manager of an organization can take his/her social responsibility that his/her organization would be successful in its economic objectives and organizational legal responsibilities, otherwise, certainly the manager cannot take his/her social responsibility. According to them, with the entrance of social responsibility, an ethical framework is added to it that managers conduct activities based on it making organization’s status better and refrain from doing works worsening organization’s status. Social responsibility covers scientific aspects, management of ethics, workplace, compilation points, ethics and behavior codes, update of policies and procedures and solutions of solving ethical conflicts (Ghorbani et al., 2005). In this regard, Anderson writes in his book “both terms of management ethics and social responsibility are concerned with observing society’s values and ethics as well as meeting organization’s objectives by the managers with the difference that social responsibility regards organization’s macro issues and ethics concerns managers’ employees’ personal behavior (Ebrahimpour & Pourhosseingholi, 2012). Nikoomaram and Mohammadian Saroy (2010, 129-131) also in their study titled “managers’ role in promoting social responsibility from Islamic perspective” managers’ role is considered effective in internalizing the indices of business ethics and they have pointed out that managers’ decisions can have profound and amazing effects in the different sectors of society. Thus, managers’ awareness and attention to their social responsibilities at the time of decision-making are of great important, because a wrong illogical decision regardless of social effects can impose irreversible losses on the society. Imam Ali (pbuh) orders his officers to consider peasants’ problems at the time of collecting taxes, because taxpayer’s welfare is more important than tax itself.

Attitudes, values and behavioral principles are among other factors that affect managers’ business ethics greatly so that organization’s ethical policies reduce non-ethical decisions significantly. In other words, how much individuals consider a particular behavior good or bad. As much as individuals evaluate behavior more desirable, they will show more inclination towards doing that behavior. According to Ghorbani et al. (2005: 83-84) organizations are the backdrop of employees and managers that each one has a unique character. They can identify that how to communicate and behave exactly similar to people. Thus, an organization should reflect its nature to the world. Clear objectives and eternal values are qualities that define a strong character and nature. Many of the job’s and companies’ managers believe that you cannot lead an organization unless its objectives and values are expressed attractively. The research results indicate that political tendencies affect organizational citizenship behavior. In one study conducted in this regard by Gholipour et al. (2009), they have confirmed the issue and concluded that a significant and positive relation exists between party loyalty and organizational citizenship behavior. It means that citizenship behavior and party loyalty are influenced by each other. In this research, this is concluded that bureaucrats’ and governmental employees’ political tendencies affects the rate of citizenship behavior by them. According to them, a significant difference exists between employees’ citizenship-organizational behavior, managers loyal to the dominant party and other employees and managers. In this research, the relation between party loyalty and the demographical variables of education level, organizational post, gender, age and martial status is also tested. Based on the results, as organizational post goes higher, the tendency and loyalty to the dominant part become higher and citizenship-organizational behavior also increases. This issue is an opportunity for the government so that its senior manager would have higher citizenship behavior one the one hand and a threat one the other hand, because managers

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are not encountered with the clientele and usually employees are in direct relation with the clientele. Therefore, by applying a number of mechanisms, citizenship behavior should be increased in the employees who do not belong to the dominant party, because citizens’ subjectivity is formed concerning the government based on the employees whom are in interaction with. In addition, the results of Gholipour et al. (2009: 203-204) indicate that as age increases, the tendency and commitment to the dominant part increase and citizenship behavior also increases. Thus, the results show that loyalty to the dominant party and citizenship-organizational behavior are low in young employees.

Ameli (2009) in his study titled “a theoretical approach to the knowledge of business ethics” has referred to the role of different cultural, social, political, religious and economic environments in forming a business and has added that in Islamic societies in which individuals have religious beliefs particular to their religion and make their social life and deeds in accordance with the juridical provisions, profession that are in contrast with each of these criteria have no place in their country and are unable to be formed or developed. In addition, the political atmosphere dominant over different societies plays a crucial role in a profession or in many cases is an important barrier to the development and establishment of a number of professions.

New technologies are also among factors affecting the development of managers’ official and organizational behavior. In this regard, Pournaghdi (2009: 21) has studied the role of ethics in information technology and the pathology of communications ethics and has concluded that in the IT age, with the various technologies provided for the society’s individuals, more than 58% of the users are exposed to the ethical harms and abnormalities of IT that children’ and teenagers’ ratio in this issue is higher than others’. This important issue is confirmed by other researchers including Mirbagheri. He (Mirbagheri, 2010: 46) believes that now governments’ and nations’ economic, cultural and political security is invaded by IT. Meanwhile, cultural institutions and information companies as well as managers guiding the dominant culture over information software are benefitted. According to him, in the Islamic Iran, what is at issue concerning the field of ethics and IT usually refers to wisdom ethics. For example, data theft, privacy and error in software are suggested. This issue is also emphasized by Shahriyari (2004: 4-5) and it is pointed out that nowadays IT has made information saving possible that in the past it was impossible without the storage of thick files, but this issue is not the only feature of information age. Nowadays, IT has made informational recovery possible that in the past was impossible or extremely difficult. These changes have provided the background for various organizational immoralities and moralities. Namakdust (2006) also has investigated this issue in his paper titled “business ethics, privacy and information access right and has added that in the Islamic Republic of Iran, the necessity of observing individuals’ privacy in the principles 22, 1, 9 and 32 acts supplementary to constitutionality is considered and it is stipulated that individual’s reputation, life, property, rights, dwelling and job are inviolable from attack unless in cases where law prescribes. Inspection, not delivering letters, recording and disclosing telephone conversations, disclosing telegraph and telex communications, censorship, not transmitting and sending them, eavesdropping and any spying are forbidden unless by law. According to Rotenberg (1998) the most serious threat against privacy is from governments. According to him, in the extremist kind of behavior, when government arrests someone and imprisons violates privacy through programs for obligatory identity determination, test of drugs, body surveillance,
keeping and processing individuals’ profile in databases, performing genetics tests and lie-detector.

Law is among other solutions affecting managers’ business ethics in Iranian governmental organizations, which is considered by social sciences researchers. A number of social sciences researchers believe that sometimes laws are ambiguous and individuals cannot use these laws in their ethical challenges involved with them daily. Most of the time, people think their work is ethical because it has not legal problem, but legality and ethicality have not necessarily the same sense (Tavallayi, 2008). The effect of law on managers’ business ethics in Iranian governmental organizations is an issue studied by Husseini and Abbasi (2012: 129-130). Their research results indicate that employing manpower tied to ethics and enforcement of law in organizations, teaching ethics by employees bounded to ethics practically, observing ethics and law and finally drafting ethical charter for organizations are among solutions to internalize business in governmental organizations. The effect of law in managers’ business ethics in Iranian governmental organizations is confirmed and emphasized. Heydari and Zareie (2013: 25-26) have considered law as supervising contractual rights by referring to the relation of ethics to law and have added that ethics supervise natural rights such as security, freedom and awareness. They have regarded the circle of ethics wider and have pointed out that ethics are unwritten law and law is written ethics. According to them, ethics are begun where law ends. For example, bad behavior with clientele is non-ethical, but apparently is not illegal. Many of non-ethical behaviors such as subornation, bribery, misleading the guard of governmental and private storages and cases like these cannot be caught by law simply. The results of the present research show that in addition to the mentioned factors, a number of other factors have played role in forming managers’ business ethics in governmental organizations, but these role had not been outstanding. These factors include competition and job characteristics, organizational objectives and atmosphere, authority of post, authorities, power of self, control center, field dependency, education, parents’ effect and demography (Ebrahimpour & Pourhosseingholi, 2012; Beykzad et al., 2012; Tavallayi 2008; Heydari & Zareie, 2013; Zolfeghari & Pourfallah, 2014; Siadat et al., 2010; Ghorbai et al., 2005; Yusefi Mahale, 2008). For instance, in addition to the mentioned cases, competition and competitors’ job characteristics can adjust ethical decisions and behavior. Jobs that have extra-organizational relations potentially are more likely to cause ethical conflicts than the ones having inter-organizational relations. As job is more centralized, it is more possible to make ethical decisions (Tavallayi, 2008). In the authority of post, senior managers are less involved with ethical problems than the junior employees. In addition, the area of the middle managers is largely profit centers, therefore, there is great pressure to solve decision-making problems in more profitable measures. The level of seniority of an organizational post and the level of individual’s authorities in the post affect the risk of non-ethical behavior (Pihadi, 2014; Shahraki et al., 2014; Dini, 2013). In the case of authorities, awareness of colleagues’ performance highly affects individuals’ non-ethical behaviors. Furthermore, supervisors have great effect on their subordinates’ ethical behaviors and ethics. If organizations love to affect their members’ ethical behavior, they should be focused on appropriate authorities and reinforce that particular behavior (Azadi, 2012; Tavallayi, 2008; Mohammadi & Gargondi, 2014). Colleagues’ pressure is one of the important variables in predicting deviant behavior. In the cases of education, parents’ effect and demography, it should be mentioned that more elderly people are inclined to give lower score to ethical theorem. As education level increase, the inclination to give higher score to ethical theorem is increases (Tavallayi, 2008; Pirhadi, 2014; Mohammadi &
Concerning business ethics, it should be mentioned that they include a variety of social ethics components showing themselves in organizational environments. Ethics include a verity of behaviors, values, norms and duties. These ethics encompass various definitions in cultures and different political and economic systems. According to this rule and the various researches, ethics in cultures and different political and economic systems are affected by different factors such as rich Iranian culture, strong Islamic economy, healthy political environment, advanced technologies, law-orientation, religious orientation, healthy competition, reinforcement of rewarding system, proper behavioral principles, desirable job characteristics, rich resources, appropriate organizational culture, organizations’ high objectives, managers’ accurate behavior, post authority, organizational atmosphere, performance evaluation, presence of authorities, industrialization of society, managers’ education promotion as well as managers’ age and experience.

**Conclusion**

Business ethics are among one of the important issue of human societies, which is regarded lesser. The improvement of the indices of business ethics is regarded in all religions and ideologies and has been among the basic needs of successful and pioneer organizations. Thus, the present research has analyzed the effective factors on managers’ business-official ethics in governmental organizations by explaining these indices. The results of the present research showed that various factors such as rich Iranian culture, strong Islamic economy, healthy political environment, advanced technologies, law-orientation, religious orientation, healthy competition, reinforcement of rewarding system, proper behavioral principles, desirable job characteristics, rich resources, appropriate organizational culture, organizations’ high objectives, managers’ accurate behavior, post authority, organizational atmosphere, performance evaluation, presence of authorities, industrialization of society, managers’ education promotion as well as managers’ age and experience are considered among factors affecting managers’ business ethics in governmental organizations. Furthermore, according to the research results, the effect of a number of factors such as education, managers’ behavior, culture, economic conditions, political environment, advanced technologies, law-orientation, religion, healthy competition, reinforcement of rewarding system is profound and serious. Moreover, the effect of factors such as competition and job characteristics, organizational objectives and atmosphere, authority of post, authorities, power of self, control center, field dependency, education, parents’ effect and demography is weak and superficial. To make the research applied, this study has made a number of suggestions that are necessary to be taken into account by experts in future studies:

1. Focusing and studying the effect factors on managers’ official and organizational behavior separately in order to pursue the rate of accurate effects of these factors in managers’ professional behavior
2. Making the issue of future studies focused as case and field ones to discover the percentage of unpredicted errors in this study
3. Investigating the effective barriers on ethicality of managers’ professional and official behavior in order to solve possible problems of this field
4. Emphasizing on implementing quantitative and field researches to achieve probable better and more accurate results.
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