



Promoting a culture of ethics in public organizations

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Abstract

Ethical thinking in the organisation is of great strategic importance, and it has become a new dimension of the organization's policy, where the interest in recent years is increasing in the behavioral and ethical aspects and following up cases of violations at the level of institutions, and it is noticeable that many institutions of different forms and work environment are trying to develop professional and ethical behavior among workers in order to reduce some negative phenomena that affect performance by promoting an institutional culture based on a set of regulations that are referred to in cases of disagreement about behavioral and ethical aspects at work.

This paper attempts to describe the recent developments in ethics in public organizations. It presents some procedures and measures that encourage ethical behavior in the public organization between traditional means of control and new prevention tools.

Keyword. Organizational Culture, Professional Conduct, Social Responsibility, Professional Ethics

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1. INTRODUCTION

With the technological and scientific development and the transition of societies to the knowledge age, the importance of organizations and businesses has increased, and this requires the development of the organization's work mechanisms within an ethical and social framework that reflects positively on society. In recent years, interest has increased in the scientific formation that is related to organizations and their relationship with society and their adoption of social and ethical responsibilities, so interest has increased in the topics of integrity and transparency and the development of legislation on professional ethics, this research paper comes within the framework of clarifying the relationship between organizational culture and professional ethics and linking it to the social responsibility of the organization

2. Organizational culture and some of the concepts associated with it

Since the eighties of the last century, organizations began to introduce two new approaches to the development of management in them. The first is based on the principle of human resource management, which considers the workforce in the organization as a vital component of economic competition. According to this policy, organizations in general will not achieve a leadership position in society unless their employees are fully committed to the organization and its goals, and supporters of this trend believe that workers, whether at the lower or higher levels of the organization, should feel that they have a personal investment in its activities, which increases their motivation and increases the incentives for activity among them to achieve higher levels of performance.

The second trend in management philosophy calls for the development of what is called organizational culture, which includes a system of rituals, events and traditions that characterize a particular organization and tighten the bonds between its members at all levels (Giddens, p. 428).

In the first part, we will first study the origin of this concept, which will help us better understand the second part, which presents the definition and components of organizational culture.

History of the concept

2.1 A modern idea

The concept was first popularized in England, then in Germany at the beginning of the 19th century, then in France in the 20th century, and more specifically during the 1980s, where it suddenly became a term based on culturalism.

There is no organizational culture without organizational history

Organizational culture is studied by managers, but also, and above all, by historians, because organizational culture is often the result of a temporal process.

It exists by default without anyone creating it. Thus, whether voluntarily or not, an organization's culture is established over time. It needs to "live" through different changes, activities, crises and personalities...(Yvan POTIN, 2006)

History is thus the foundation on which the different components will be formed with the "stories" of the organization's progress. It will serve as a fulcrum and thus allow for a certain stability of the organization's identity over time despite the crises it may go through.

The concept of culture raises many ambiguities and allows for all kinds of interpretations. The term "culture", although complex, does not accept a unanimously accepted description or definition. Al Kroeber and C. Kluckhohn in their book "Culture: A Critical Review of Concepts and Definitions," in 1952, looked at the literature in the field since 1871 (when Taylor's Primitive Culture was published), a little over 300 books. They contain different definitions of culture!

Anthropologists, sociologists and social psychologists use it in a very different way. Perhaps this behavior is due to the global dimension that the concept implies. There is no common agreement on a definition, or a simple formulation, because culture, whatever its meaning, does not develop in a vacuum.

The idea of organizational culture is essentially a historical idea characterized by permanent construction.

Organizational culture is generally described as the set of beliefs, values, and attitudes of an organization, and how they influence the behavior of employees. Organizational culture influences the experience of those who interact with the organization, such as a customer's buying experience or a supplier's collaboration experience. It manifests itself in the organization's policies, such as dress codes and working hours. It also governs aspects such as workspace design and employee benefits. Typically, the organization's leaders define the culture.

Organizations rarely explicitly define their culture. Rather, culture tends to emerge from people's beliefs, ways of thinking, words, and actions. Culture shapes acceptable or unacceptable behavior. Culture can help define the core values and principles that guide organizational behavior.

To give the true meaning of the concept of organizational culture, we can refer to several definitions: According to Peter and Waterman, the latter represents the concepts and meanings that dominate or prevail in the organization and shared values, while Deal and Kennedy define it as related to the coherence and harmony of values, myths, heroes and symbols produced by the organization, and also represents both traditions and the environment for William Ouchi among the components of culture, and values sometimes represent an implicit concept of organizational culture. (Salam, p. 5)

Organizational culture is defined as the set of values and beliefs that members of the organization have towards its main goals and methods of achieving those goals (Al-Morsi, p. 13)

2-2 Values

The study of employee values is an interesting and major topic in human resources.

In the field of recruitment, personnel management and forecasting, the terms of professional adaptation are dealt with in terms of competencies, professional background, advanced skills, and sometimes personality and people skills. However, some profiles still find it difficult because their values do not align with that of the organization; this refers to "person-organization fit"

Values in organizations are related to the fact that they guide people's work. Several studies show that congruence between individual and collective values predicts organizational engagement, job satisfaction, versus intention

and, to a lesser extent, motivation, employee initiative and individual performance. This congruence is a factor in uniting members of the organization and affects the performance of the organization (values). It helps to maintain collective commitment.

According to Thévenet, values arise from life experiences. Each society creates its own values, with reference to existing external symbols.

In other words, values are shared ideas, beliefs, whether stated or unstated.

Generally, they are stated in a discourse that is disseminated through classical means of communication such as welcome booklets, manuals or organization magazines provided to employees before being explored in depth during seminars.

Mr. Thévenet distinguishes between three types of values:

Declared values, which are reflected in official documents, final speeches and organizational communication .

Explicit values, especially in the selection of "heroes", leaders, and in the selection of "what we consider success" □

So-called pragmatic values, which are found in certain administrative procedures, budget evaluation, etc. These values must be internalized by individuals in order to

guide their behavior in the face of specific situations and also in a habitual way

2-3 Toward an ethical culture

To connect the concept of culture to the concept of ethics, the authors Martinez et al. (2020) analyzed the culture of organizations to better understand how ethics takes root there. They pointed out that to meet ethical needs at work and meet social demands, organizations frequently resort to culture management which is part of organizational ethics directed at all levels of the organization. Their strategy is to incorporate new values and new goals beyond outcomes into their organizational culture to deal with the current dynamic context. Culture is linked to the purpose and shared values detailed in an internal system that provides a common mindset for employees, it defines the way the organization interacts with its context, is guided by its decision-making processes and carries out its tasks. This is why ethics is integrated into the organization. Culture management is divided into three

Major phases that must integrate strong values in order to build so-called cultures

Ethics:(Friedrich, Marine 2021)

Defining shared values

- Using these values in decision-making
- Aligning policies and procedures with the values communicated through the learning process.

This is achieved when all shared values are both conceivable and credible

Internal and external. The concept of ethics is therefore closely related to the concept of culture. It appears as the establishment of values, which differ from one culture to another, hence the importance of contextualization. Maddows distinguishes between five types of relationships with divergent values. According to the cultural

framework, the relationship of the individual to the group, the relationship to time, the relationship to nature and the environment, the relationship to authority and responsibility, as well as the relationship to

uncertainty can be in contradiction. These themes are present in all cultures, but their the importance is not the same.(Friedrich, Marine 2021)

3. Ethical Culture as a Strategic Tool

As mentioned earlier, organizational culture should be a culture of alignment among all collaborators, meaning that each member should feel concerned and empowered by the cause the company is pursuing. A company can be compared to a boat made up of different elements and crew members who are sailing together

towards the same horizon. This is the prerequisite for making ethical culture a tool for

effective management .

Formalizing ethics, social responsibility and sustainable development The move from ethics to social responsibility reflects a shift towards the way in which companies must meet the social expectations of stakeholders, and more precisely refers to the questioning of the role of the enterprise. An organization must take on responsibilities beyond its purely legal and economic obligations.

CSR "is the voluntary integration of an organization's social and environmental concerns into its service activities and relationships". with all internal and external stakeholders (shareholders, employees, customers, suppliers, partners, human communities, etc.) in order to fully fulfill applicable legal obligations and invest in human capital and the environment.

CSR forms part of a more global logic of development, i.e. sustainable development.

According to the 1987 Brundtland Report, sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

. The primary goal is to improve the quality of life, seeking progress that is shared by all. By transferring it to the company, sustainable development is operationalized through the pursuit of triple bottom line performance: Economic, Social and Environmental. Sustainable success requires trade-offs between these three goals and the justification of these trade-offs.

The place that ethics should occupy in an organization raises multiple questions: What areas does organizational ethics cover? What is ethical action?

Ethics and responsibility on the other hand (Jean-Pierre Madoz)

Saturated with the basics of ethics and associated concepts (morals, values, culture, etc.), it is appropriate to focus on organizational ethics. It defines an organization's image, position and priorities through written or implicit rules.

Ethics is used implicitly at least at the time of an organization's creation and can then be developed over time. It is the manager who drives the organization's "initial ethical values," which will become the organization's "culture."

4- Organizational culture and the need for ethical behavior in organizations

A strong and clearly defined organizational culture shared by all gives impetus to a strong commitment to sound business principles and ethical behavior.

Respect and adherence to quality standards, customer service, employee well-being, and legal compliance are core values that support ethical behavior in the

organization,

The culture of the organization is becoming more responsive to ethical and behavioral standards and thus balancing the interests and goals of different groups.

We have formed two styles of management, one based on orders and goals and the other based on culture and ethical behavior

Ethical decisions in the organization have an impact on strengthening or disrupting the culture of the organization. Relationships based on ethics or unethical behavior have a great impact on the image of the organization in its environment, so it seems logical that the organizational culture should be related to performance on the one hand and on the other hand with a human social orientation to be a culture that enhances performance and cares about workers and their ethical behaviors (Al-Ghalibi, op. cit., p. 193).

5. Social responsibility and professional ethics

The development in the responsibilities of public institutions towards their communities was accompanied by an escalation in societal influences and pressures for the management of institutions to adopt more of society's goals and aspirations. These pressures led to institutions adopting more social demand. Thus, social responsibility emerged as an interaction of several factors. Social responsibility is seen as a contract between the institution and society that it adheres to. The institution satisfies society and achieves what is consistent with the public good.

It is necessary to have a positive relationship between professional ethics and the institution's adoption of its social responsibility. It seems that interest in the ethical aspect and ethical behaviors has greatly preceded the aspect of thinking about assuming social responsibility

In most administrative literature, the concepts of social responsibility and professional ethics are used as synonyms due to the nature of the relationship between them. The management of the institution plays a major role by adopting strategies in which it bears its social responsibility voluntarily, and these strategies are also attributed to ethical dimensions. This matter falls within the framework of a strong organizational culture founded on solid rules. It created a common language based primarily on ethical behavior and taking into account everyone's interests (Al-Ghalibi, 200).

4. CONCLUSION

The institution has a greater social role and ethical behavior that is not based on what is found in ethical codes. It embodies this behavior in its production, marketing, financial and human activities, in research and in developing its relationship with the social environment.

Social responsibility and ethical behavior are reflected in the various activities of the institution, and this is what makes the institution's culture strong.

It makes it bear its responsibility to activate its ethical behavior and the necessity of its openness to society. Organizational culture represents the moral, ethical and behavioral framework that the organization adopts in its dealings with all parties. As for ethics, it is a broader and higher commitment because it is linked to higher values that are not supposed to be exceeded ,

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