Journal of contemporary economic research | ISSN 2623-2602 EISSN: 2716-8891 | Vol 04 , N°: 2 (2021), p 511-527

FACTS ABOUT THE IMPLEMENTATION OF THE PROFESSIONAL CODE OF ETHICS CASE STUDY ON THE MAINTENANCE DIRECTORATE - LAGHOUAT- SONATRACH

Widad CHAIB*

[1]Phd, University Amar Telidji Laghouat, Algeria, widadchaib01@gmail.com

Received: 24-08-2021 **Accepted**: 12-10-2021 **Published**: 26-10-2021

Abstract:

Objective : the purpose of this study was to investigate the facts about the implementation of the Code of Ethics in the Maintenance Directorate –Laghouat (D.M.L), and the extent to which its employees are committed to it.

Design, the study sample (15) included some heads of departments. Descriptive Statistics (Variance and Standard Deviation) were used to test the hypothesis of the research.

Findings :The study yielded a number of results, the most important of which are: full awareness of the Sonatrach legacy, high valuation of competencies, and a lack of privileges.

The study presented some **recommendations** based on the results obtained, the most important of which are: trying to bring the administration closer to its employees and gain their trust by applying the concepts of justice, providing organizational and social support and achieving social integration.

Keywords: Ethics, Values, Code of Ethics, Maintenance Directorate - Laghouat-Sonatrach

JEL Classification Codes : **M140 ; Z130**

* **Widad CHAIB**

1. INTRODUCTION

The relationship that holds between economy and ethics seems paradoxical at first glance, for we are tempted to believe that ethics constitutes a spiritual affair concerned with ideals; whereas business is a wholesale activity where competence is the sole focus of attention, profit is the primary objective and sole responsibility of companies. Ethics in general and ethics of management are not much a discovery than they are a rediscovery. What is new in the field is that there has been a reconsideration of the primary concepts and a research of the most effective ways to implement them, for the ethical dimension has imposed itself, owing to its growing role that goes in line with the rapid mutations and the momentum in living styles and standards. This has called for a radical change in ethics and social values. What has been written about the subject of ethics is not a matter of self-interest here and there, and in order to give some humanitarian considerations to business and management, the concept of managerial ethics has included an array of meanings revolving around the rules that govern the human behavior.

Modern companies are called upon to organize their business according to ethical visions, such as promoting moral behavior and trust in their staff and establishing loyalty to work. The best way to do so was to establish ethical codes which are to guarantee the required behavior and help avoid all forms of corruption that undermine the dignity and prestige of the job. Companies compete in elaborating "Ethical codes" as an official form. To illustrate this more effectively, we have undertaken a case study in the Maintenance Directorate of the Pipeline Transport Activity in the wilaya of Laghouat, which is among the companies that have applied a behavioral adjustment and control system embodied in the Code of Ethics of the profession.

1. **The research problem:** Based on the above, the problem of the study was formulated as follows:

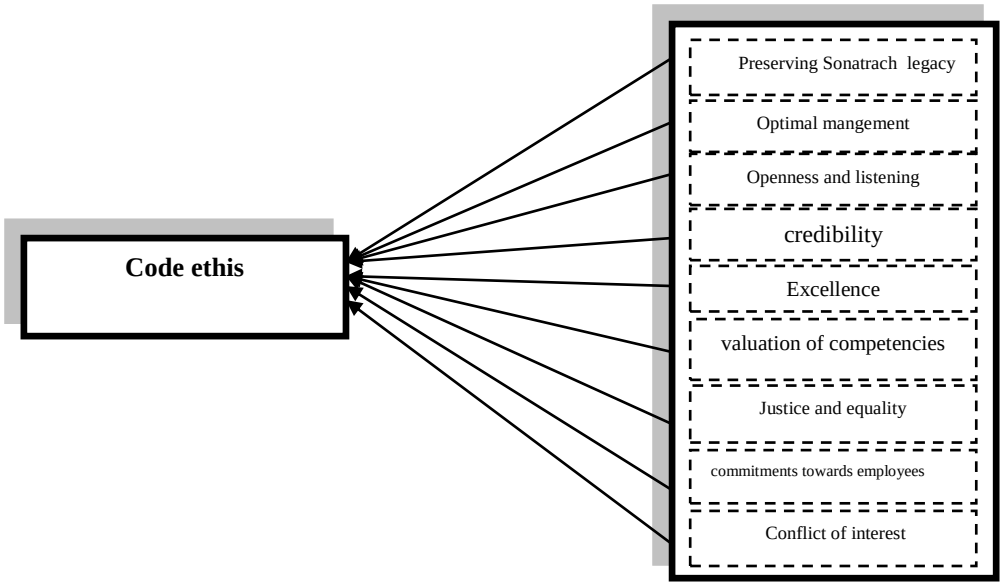
To what extent employees of the Sonatrach Maintenance Directorate - Laghouat- (Algeria) are committed to the implementation of the Code of Ethics?

1.2 Study hypothesis: The study is based on the following main hypothesis:

Sonatrach Maintenance employees are committed to the Code of Ethics adopted by the company.

1-3. Variables of Study Model:

The study included one variable represented in the Code of Ethics. The Maintenance Directorate of Sonatrach (affiliated to the pipeline transport activity) in the Wilaya of Laghouat was selected to review and analyze the content of the code of ethics of the Directorate.



Source: conceived by the researcher based on the code ethis of maintenance directorate - laghouat- sonatrach

The study objectives:

The main objective of the study is to show the content of the code of ethics in the Directorate (D.M.L) and the extent to which its employees are committed to it, in addition to a number of sub-objectives that can be summarized as follows:

1. Dealing with the literature related to ethics, and values;
2. Identifying the reality of the Code of Ethics in the Maintenance Directorate (D.M.L), and assessing the importance of the commitment to ethics;
3. Detecting the obstacles interfering with ethical commitment to know how to make the code of ethics effective;
4. Coming up with some recommendations that could be of interest to the Directorate to researchers and those interested in this field.

2. Theoretical considerations

The conceptual aspect of ethics and values will be discussed to highlight differences between them and their points of convergence:

2. 1.Ethics:

Ethic is derived from the human heritage and was shaped across the generations, including what is common among human beings such as life, happiness and the ability to achieve objectives; then it has developed through centuries become of a science known as "ethics": "a science that focuses on duties and rights, by

assessing the acts themselves on the basis of right and wrong (in a rational way), not from the results of these acts "(Your dictionary, 2017.).
The different terms the most related to the concept of "ethic", seem to synonyms. We will be discuss a number of terms that are relevant:

2.1.1 Ethic:

Abu Hamed al-Ghazali defines it as "a well-established state in the soul that produces acts easily without the need for thinking and cogitation" (Al-Ghazali, Abu Hamid, 1990, p. 3)
As for Ibn Maskawi, he says: «A state of mind calling it to act without thinking and cogitating; this state is divided into two parts (Ibn Muskawi, 1981, p. 25, 26):

- Some of it is natural and comes from the very mood, such as an individual being driven by a trivial thing towards anger and irritation for no valid reason ...,
- Some of it is derived from habit and training and perhaps arises from thinking and cogitation ».

2.1.2. Ethical behavior: is the external behavior regardless of intentions, which can have characteristics that are not selfish, that balance between what is good for the organization and the stakeholders. Thus, professional ethics include all the theoretical considerations regarding the ethics of the competing economic and social systems (Doland Nordberg P202):
Ethical behavior is composed of four elements (Bouhellala Souad, unpublished 2015, p. 50):
- Understanding, discovering and interpreting a given situation and determining the ethical issue;
- Determining what to do in this situation;
- Adjusting the process of ethical act as to what must be done;
- Executing and applying the ethical act.

From the above, ethics are more thorough than behavior. Ethics include the inner aspect, whereas behavior is restricted to the apparent aspect (Doland Nordberg, OP-CT, P202)
From an administrative and managerial point of view, "moral values" mean " rules of behavior to be observed". Benjamin Franklin defines it as: "clarity, punctuality, economy (saving), which are all utilitarian traits. Contemporary writers such as Bertland, 2009; Moore, 2013; McCloskey, 1998; Jonsson, 2011) described ethics through: honesty, the sense of responsibility and equity, perception and the ability to implement them in real life (Ibid, p. 112).
According to Brno Marco Francois, ethics of management are derived from the "science of duty" which consists in a "set of duties that professionals establish in the exercise of their profession" (Camille, Habib, Jean Paul, ibid., P. 19). Commercial

activities are not judged on the basis of the competency and effectiveness, but according to “ethical principles” (Goel, Mridula, Ramanathann, Preeti E. 2014, pp. 49-59, P50).

Ethics of management cover all aspects related to ethical principles, decision-making, governance, and codes of ethics (to be discussed later). Beverungen & Case stated that "Ethics owe their existence to a fundamental flaw in business, which is related to the exacerbation of events that arises when things are not in their right place» (IBID, P49), Pride sees business ethics from the standpoint of “business situations” as: “the implementation of individual moral norms in the different business situations.” (Pride Wiliam & al, 2005, p37). Similarly, Peter Drucker defines it as "the science that deals with rational choices on the basis of evaluation among the means leading to the achievement of objectives. It has an objective dimension. "(Najm, Abboud, Najm, p. 21).

Some viewed the concept of "ethics of management" from the perspective of "behavioral standards" as being: "behavioral standards that guide managers and orient them in their work" (Saleh, Mahdi, Mohsen, Taher, Mohsen, Mansour, Gali, 2008, p. 82). A group of leaders supported the idea of “Ethics” as the current and future orientation, arguing that "moral values" are associated with collective values. Moreover, virtuous morality is also linked to the concept of "social capital" (Baumane-Vitolina, Ilona & al, OP_CT, P112).

2.2. Values

There is a belief that ethics and values have the same meaning. We will discuss below the validity of this belief.

Values: "An abstract and implicit concept through which a person expresses his or her preferred judgment over a certain behavior in the light of the principles and norms established by the society in which he or she lives. (Maher, Mahmoud, 1992, p. 127)

For others, values represent: "the value of the thing is its volume, the value of the object is its price, and the value of the individual is his/ her quality" (Shukri, Anwar, Faiza, 2008, p. 22,23).

"Values" represent according to the oxford dictionary (Oxford: advanced fearner's, 1992, p: 1001):

- Material value of things such as price;
- Moral value as the value of ethical and behavioral actions;
- High principles such as justice, beauty, respect and acceptance.

(Schwartz & Bilsky) presented a conceptual definition of "values" that integrates the five official attributes of the recurrent values (Shalom H. Schwartz, 1992, P4) which are:

(1) Concepts or beliefs: acquired and defined within the social framework;

(2) Related to the final status or desired behaviors: that is, the values are determined in accordance with the ultimate finality of the individual;

(3) Surpassing certain situations: adaptive both in change and crises;
(4) A Guide to select or evaluate behaviors and events: built on the basis of a rational reference;
(5) An order according to the relative importance: in the meaning that it is formed following the priorities of the individual.

Faruqi focused on the awareness of "values" through knowing "tribalism and feeling", which divide into three opinions (Zein, Ibrahim, 2011, p. 15,16,17).

- The first view: «It is a simple way that cannot be reduced to a simpler way»;
- The second view: "An intellectual or ideological state arising from the moral actor between the individual and the society, making the individual the measure of everything around him or her. Here the concept of relativity intervenes";
- The third view: "Concepts and generalizations based on subjective or objective facts which set values at the level of mental existence";

Faruqi summed up the importance of the system of values as being the basis of the idea of "cognitive complementarity" which attempts to unite the universal behaviors "(ibid., P. 29).

From an administrative standpoint, however, several values linked to organizational values that are determined according to priorities. For example, if honesty were the manager's most important value, then the employee will adhere to that value solely, which may be unfit for all professional situations (Mike Munro Turner, 2004, P 1).

The ability to express values in situations of skills development to act according to them. The "transformation skill" is the most complex one; that is why the development process requires a serious work (Ibid, P3).

In the organizational context, the values are divided into (Ibid, P4):

- **End and means values**: are the final results that can be estimated and are achievable;
- **Fundamental values:** values that are needed to constitute a solid foundation for everyday situations;
- **Focus values:** are those valuable priorities in life that describe each individual's view of the world, and the criteria of decision-making, the individual's attitude towards relationships, the focus on his or her full energy;
- **Future values:** represent what is important to each individual as far as his/ her future is concerned.

2.2.1 Importance of Values:

The different views over the importance of values may vary in content or context, but agree about their general effects and consequences. Values are of the utmost importance to companies as they define the general behavior of employees, and determine the general rules and principles, in such a way that everyone becomes aware of them with conviction and desire. They are regarded as a moral charter. Morcy

describes the importance of values in companies as follows (Safwan Amin al-Saqqaf, Ahmad Ibrahim Abu Sun, reference to Sayak, p. 80):
- They give consistency and distance in thinking and orient the efforts of the company towards the different areas
- They determine business and its quality according to the companies' orientations;
- They make clear the company's expectations and present them to others;
- They help attract skilled individuals;
- They define the method adopted by the company in managing its business;
- They identify the company's main business priorities;
- The framework of values and ethics is a reliable indicator and good evidence regarding the improvement and progress in the company;
- The activation of the moral and ethical framework is one of the most important elements that enable the company to use efficiently the resources that are at its disposal;
- Values represent an important component in any company or institution as they underlie the comprehension of trends, besides motivating individuals and influencing their perception.

3-2 Code of Ethics:

The code of ethics is a moral constitution on which any profession is based, and is one of the most common tools of ethical thinking, as it puts an emphasis on the fact that **duty** is the fundamental ethical standard, regardless of the obstacles of the job (Tony Ike Nwanji, Kerry E. Howell, P5). It also puts an emphasis on **commitment** which derives from the concept of responsibility "as the individual is charged with doing some work". In other words, the idea includes a double relationship relating to the responsible individuals (their relation to their work), and their relationship with those who judge their work. (Daraz, Muhammad, Aad Allah, pp. 136, 137).
The code of ethics is defined as: "A document issued by a company or institution that contains a set of values and principles relating to the behavior that is desirable and that which is not" (Bilal Skarneh, op. Cit., P. 75).

2.3.1. Importance of Code of Ethics: codes of ethics principles have become the basic rules of behaviour in most companies and institutions (Bodhara, Amina, 2013, unpublished, p. 44):
- Increases interest in ethical aspects and problems to achieve a balance in interest between them and the material aspects;
- Leads to homogeneity, unity and moral compatibility in the administration at all organizational levels;
- Contributes to the development of the administration, because it creates the administrative rules that help preserve the reputation and the prestige of the company;

- Limits organizational conflicts by creating a kind of harmony and adequacy between the values and objectives of the employees and the company;
- Through ethical codes the vision, mission and objectives of the company are transfered to all organizational levels;
- Allows the emergence of good and successful employees that can seen in their performance in the job, as it urges them to monitor themselves and subsequently adapts their behaviour;
- The code of ethics is the written space or the criterion that strengthens the correlation between the individual and organizational values, humanitarian objectives and the company's economic objectives;

The more the code of ethics is rigorous, committed to and effectively implemented, the more the company will be oriented towards developing competencies.

3. Field study

Methodology: a questionnaire (developed by the researcher) was used to measure the variables of the study and test its hypotheses. The questionnaire was designed in two parts:

Part 1: Includes personal data (age, gender, education level, career ...);

Part 2: We have consulted The Ethical Code of the Department of Maintenance Laghouat, and converted its clauses into dimensions that included a set of expressions. We have adopted **Likert** five-level scale; from **1-** strongly agrees - to **5-** strongly disagrees.

3.1.1 An analytical reading of content of the Sonatrach Code of Ethics:

Sonatrach Code of Ethics included the following paragraphs:

The first paragraph:

An introduction by the Chief Executive of Sonatrach, in which he sets out the regulations and emphasizes the necessity to comply with them; these include:

- International standards of fundamental ethical principles.Commitment to Sonatrach's ethics constitutes the culture of the company;
- The parties involved in the Sonatrach Code of Ethics are all its employees (executives, senior executives, middle ranking, managing executives, as well as branches and shareholders; this applies to partners, customers, suppliers, consultants, subcontractors and service operators).

The second paragraph:

- Comprised the fundamental values of Sonatrach Company;
- Instructions, including: optimal management, credibility, excellence, valuation of competences and effective performance, respect for individuals and honoring commitments, justice and equality in opportunity, organizational citizenship behavior.

The third paragraph: is divided into several clauses:

- Sonatrach behaviors and commitments towards: employees, work environment, private life;

- Commitment to Sonatrach's legacy by: preserving Sonatrach properties, credibility of information, confidential accounting and reporting, copyright, intellectual property, information exploitation;
- Toward business partners: bribery, relationship with suppliers, contractors, partners and customers, gifts and privileges, conflicts of interest;
- Toward the environment: commitment to citizens, openness and listening.

Fourth and final paragraph: comprises the Ethics Committee and its duties.

3-2 - Study sample and population: The study population consists of the total number of the heads of Maintenance departments - Laghouat (D.M.L) – of a number of 30 employees. The researcher used the stratified sample,

Table 1: questionnaires distributed and returned

Percentage %	**Number**	**The questionnaires**
100	**30**	Distributed questionnaires
47	14	Questionnaires returned after being totally filled
53	16	Questionnaires not returned
0	0	Questionnaires unfit for analysis
100%	30	Total of the distributed questionnaires

Source: conceived by the researcher

3 -3- Characteristics of the sample: The researchers summarized all the demographic, social and occupational characteristics of the study sample in the following table:

Table 2: sample characteristics

percentage	number	categories	variable	percentage	**number**	Age categories	variable
21,4	**03**	-450000,00 60000,00	Salary	14,3	02	39-30	age
57,1	08	60000,00 and over		42,3	06	49-40	
21,4	03	Less than 02	experience	21,4	03	More than 50	
21,4	03	05-02		14,3	02	Qualified technician	Education level
42,9	06	08-05		35,7	05	Bachelor degree	
14	02	More than 08		42,9	06	Engineer	
64,3	09	Before joining the Directorate	Starting to work	7,1	01	Other qualifications	

35,7	08	Starting working in the directorate		35,7	05	Married	Marital status
/	/	Finance and rules	Company deparetments	42,9	06	single	
21,4	03	Special operations		21,4	03	Other status	
/	/	Information center		42,9	06	Executive	Professional rank
7,1	01	Electricity and automation		21,4	02	Senior executive	
14,3	02	General administration		35,7	03	Control assistant	
7,1	01	Industrial safety		/	/	Executive assistant	
14,3	02	Mechanics of intervention		/	/	Less than 18000,00	Salary
/	/	stocks		21,4	03	-18000,00 300000,00	
35,7	05	method		/	/	-300000,00 450000,00	
Source: conceived by the researcher as per SPSS results							

3-3-1 Study methodology:

We have used descriptive statistics in order to answer the research problem by applying the arithmetic average and the standard deviation; the following table presents the values that were based on:

Table 3: ranges and their levels

Level	Range
Very low	1,8-0
Low	2,6-1,8
Average	3,4-2,6
High	4,2-3,4
Very high	5-4,2

3-3.2. Discussion of results: the questionnaire outputs have yielded the following results:

Table 3: rates of expressions and their axis

Level of acceptance	Standard deviation	Arithmetic average	Expressions

Average	**1,906**	**2,64**	I don't feel a strong need to apply, respect and be committed to the ethical principles and rules.
High	**1,240**	**4,00**	The standards adopted by Sonatrach are in compliance with the national and international legislations.
High	**1,284**	**3,57**	I think the company should reward employees for their commitment and loyalty.
Average	**1,051**	**3,21**	I am satisfied with the training programs organized by the Directorate.
Average	**1,292**	**2,86**	I think the Code of Ethics limits my creative potential.
High	**1,082**	**3,64**	I pay attention to the subordinates' efforts and acknowledge their potential and performance.
High	**1,351**	**3,86**	I always try to make positive observations as for the employees' good initiatives.
High	**1,383**	**3,71**	I have the duty as an employee to preserve the company's secrets and not disclose them, nor interact with the public opinion.
Average	**1,301**	**3,00**	I believe that it's not necessary to consult the high authorities of the Directorate to share information outside the Directorate.
High	**1,277**	**3,64**	Inequality in opportunities between male and female employees leads to injustice in evaluation.
Average	**1,729**	**3,29**	I believe that the company doesn't have to get involved in associative and charitable activities.
High	**0,877**	**4,00**	I believe that fair and equal treatment of employees is a key element to improve their competences.
High	**0,842**	**3,64**	I believe that enforcing others to act respectfully doesn't call for aggressive behavior.
Low	**1,216**	**2,36**	I believe every employee has the right to disclose information and the company's secrets if he or she feels the need to.
Low	**0,941**	**2,50**	I think that being loyal to the Directorate is doing what is beneficial to the company, be it illegal.
Low	**1,231**	**2,14**	I believe that the company has the right to disclose the private life of employees to contribute to raising awareness and understanding among them.
High	**1,151**	**3,36**	I believe that accepting gifts from customers is inacceptable.
Average	**1,385**	**3,07**	I face many contradictory relationships (conflict of personal and professional interests) in my job and solve them according to what seems appropriate to me.

High	**1,96**	**3,86**	**Total engagement to the code of ethics**
Source: conceived by the researchers as per SPSS results			

In **table (03)**, we notice that the overall averages of the code of ethics reached a high level of (3.86), which reflects the commitment of the DML employees to the code of ethics.

The lowest level in **Table (03)** concerned the private life component, where the average was on the order of (2.14), which is a low value that translates the employees' reservations about their private life, even if this contributes to achieving a balance between professional and private life. This bears evidence as to a lack of full harmony between employees (I believe that the company has the right to disclose the private life of employees to contribute to raising awareness and understanding among them);

- preserving the legacy of Sonatrach: we find that has a low rate with (2.36) and (2.50) concerning the expressions: " I believe every employee has the right to disclose information and the company's secrets if he or she feels the need to ", and: "I think that being loyal to the Directorate is doing what is beneficial to the company, be it illegal.). This translates their disapproval about revealing information, as they see it as a disclosure of secrets that affects the legacy of Sonatrach. As per this dimension, we understand that Sonatrach employees have a great awareness and respect for the history of their company, for they have a high sense of professionalism in performing their tasks;

- optimal management: this dimension was related to two expressions that have given different results. In the first expression, namely: "I don't feel a strong need to apply, respect and be committed to the ethical principles and rules", we find a rate on the order of (2.64) revealing an average acceptance of the code of ethics. Whereas, we notice a high acceptance as to the expression: "The standards adopted by Sonatrach are in compliance with the national and international legislations", with a value of (4.00), indicating that the standards adopted by Sonatrach are of national and international level; this is due to the intersection between the two expressions in the same dimension. This fact may explain that there is no suitable ground to adhere to international practices, or that the situations they faced were not dealt with in the Code of Ethics which explains their non-adherence;

- openness and listening: The value related to the first expression (I believe that it's not necessary to consult the high authorities of the Directorate to share information outside the Directorate) is average (3.00), which highlights an ambiguity in the nature of information as for their compromising character in case they are disclosed. This is due either to the intrinsic moral rule of each employee or to the decision taken in accordance with the situation and its variables. While the expression (I have the duty as an employee to preserve the company's secrets and not disclose them, nor interact with the public opinion) corresponded to a value of (3.71), indicating a high acceptance of employees as to their respect of the company's privacy and the extent of their awareness and understanding, which increased their adherence

and led to their full support of the idea of not having an interaction with the environment ;

- credibility: it was covered by one expression, namely: “I think the company should reward employees for their commitment and loyalty”. It corresponded to a value of (3.57) translating a high acceptance of the importance of showing respect to employees as a form of recognition and support and justification of their behaviors, which means that the company cares really about its personnel;

- commitment to excellence: it was assigned two expressions. The level of acceptance for both expressions was average (3.21) for the expression (I am satisfied with the training programs organized by the Directorate) and (2.86) for the expression (I think the Code of Ethics limits my creative potential). This shows that the code of ethics is deficient in implementing the dimension of excellence among employees. This is due to the assessment of the employees’ performance and identification of their weaknesses that call for a special training, and also the strong points which call for a space to express their energy;

- valuation of competencies: Two expressions were formulated; the first one (I pay attention to the subordinates’ efforts and acknowledge their potential and performance) corresponded to a value of (3.64), which translates a high level of acceptance; that means that the heads of departments are open to their subordinates and that they are in a permanent communication with them in view of strengthening their relationship. The second expression (I always try to make positive observations as for the employees’ good initiatives) corresponded to a value of (3.86). It shows a high level of acceptance in promoting the concept of justice and equality relating to constructive behavior of employees and consolidating the principles of trust and justice which highlight organizational citizenship that serves in a direct way the employees’ emotional commitment;

- justice and equality: the diversity of the company’s employees, about which the questionnaire focused only on one type of difference, namely difference in gender, through the expression (Inequality in opportunities between male and female employees leads to injustice in evaluation) which corresponded to a value of (3,64); it shows a high level of acceptance ;

- citizenship and responsibility: this dimension was dealt with through one expression, namely: (I believe that the company doesn’t have to get involved in associative and charity activities) with an average value of (3.29). In fact, employees believe that it is the concern of senior executives and that it only serves their direct interests and has nothing to do with employees even if it has an impact on the company’s reputation, or on the concept of citizenship which further strengthens the relationship between the company and its employees;

- the employees’ commitment: the first expression "I believe that fair and equal treatment of employees is a key element to improve their competences", corresponded to a value of (4.00), i.e. a high level of acceptance. This highlights the awareness of employees as to the importance of establishing justice and trust and their

role in social and organizational integration. The second expression (I believe that compelling others to act respectfully doesn't call for aggressive behavior) with a high value of (3.64), which explains the need to create the culture of dialogue, discussion and consultation; this can reduce immoral behaviors that affect professionalism and increase conflict situations;

- gifts, privileges and bribes: The expression (I believe that accepting gifts from customers is inacceptable) corresponded to a high value of (3.36). which indicates the conviction that appreciation and praise shouldn't come from external parties such as customers, mainly for two reasons:

- The first reason: employees are paid by the company, the only concerned party.
- The second reason: the level of spiritual elevation and moral sense in employees is not restricted to material incentives, but by organizational and moral support embodied in encouragement and recognition.

- conflict of interest: It was covered by one expression "I face many contradictory relationships (conflict of personal and professional interests) in my job and solve them according to what seems appropriate to me", with a value of (3.07), translating an average acceptance; since it is not easy for employees to deal with the matter. This is due to the nature of the commitment of the employees, which affects their decision-making in the situation of conflict of interest.

4. Results:

The Company of Sonatrach is characterized by human diversity, which sometimes leads to administrative deviations, a fact that makes it difficult to perform tasks and achieve objectives. However, what most of the leading companies, including Sonatrach, rely on is a code of ethics to unify values through the clarification of good and bad behaviors and what they entail as consequences (praise and punishment), and achieve a kind of balanced satisfaction among all the parties involved. Further to the field study that we have conducted, in an attempt to know the "reality of the code of Ethics in Sonatrach," a number of results were reached:

- The presence of some reservations on the part of employees concerning their private life, even if this openness will contribute to professional-private balance;

- The presence of utter awareness in employees about preserving the legacy of Sonatrach either by refusing to disclose the company's secrets or by interacting with the media;

- There is a lack in the employees' satisfaction as to the dimension of excellence, since they are not satisfied with the training programs. This deficiency may be deliberate, especially when it has to do with the software command, which may be explained by a concern to maintain the confidentiality of information and keep monopoly only at the level of senior executives. A second reason is that the high-ranking executives don't trust their subordinates;

- With regard to citizenship and social responsibility, employees consider that social responsibility is the concern of senior executives solely. This may be due to the

inexistence of programs of sensitization for the benefit of employees aimed at highlighting the importance of citizenship and responsibility and that everyone, whatever the role he or she plays, is a partner. This will serve future generations;

- A high rate was recorded with regard to the dimension of valuation of competencies by managers, perhaps because it is recognized that this dimension constitutes the best way for the company to achieve high performance;

- The presence of reservations in employees about conflicts of personal and organizational interests because of its association with the first clause that deals with the preservation of private life.

5. Recommendations:

Based on the findings, a high awareness in employees was noticed as to most of the clauses comprised in the code of ethics. But concerning some clauses that we find of the utmost importance, a number of recommendations were suggested in what follows:

- The company should review some clauses either by organizing training sessions or by reformulating some clauses so as they be in line with the actual organizational context;

- Bringing senior managers closer to their subordinates, gaining their trust by implementing the concepts of justice and justifications to unify the organizational values and sound ethical behaviors;

- Providing organizational and social support, and endeavoring to achieve social integration and reasing of engaging individuals;

- Opening the field to the aspirations of individuals and promoting innovation as well as amending the clauses that support this.

6. References

Books

1. A Ibn Miskawayh (1981), **Refining Ethics In Education**, Dar Al-Kitab Al-Arabi, Lebanon.
2. A, Diraz, Muhammad (2005), **The Code Of Ethics In The Qur'an (A Comparative Study Of Theoretical Ethics In The Qur'an), Arabization**: A. Shaheen, Al-Resala Foundation, Eleventh Edition, Lebanon.
3. Al-Fayrouzabadi, **Ocean Dictionary,** Dar Al-Fikr, Lebanon.
4. Al-Ghazali, 1990: **The Revival Of Religious Sciences,** Dar Al-Jeel, Lebanon.
5. F. Shukry (2008), **Moral Values,** University Knowledge House, Egypt.
6. Ibn Al-Qayyim, Tabban **In The Faith Of The Qur'an**, Dar Al-Kitab Al-Arabi, Lebanon.
7. K. Habib, C. Boulos (2010), **Administrative And Economic Business Ethics In A Changing World,** Dar Al Haditha, Second Edition, Lebanon.
8. M. Ibn Manzoor, Lisan Al Arab; Dar Sader, Lebanon.

9. M. Maher (1992), **Psychology Of Social Relations**, University Knowledge House, Second Edition, Egypt.
10. Najm, **Administrative Ethics In A Netgear World**, The Arab Administrative Organization, Jordan.
11. Nordberg D, (2007); ***Business Ethics & Corporate Governance***, University Of Pretoria, Us.
12. Oxford: Advanced Fearner's, (1992), **Encyclopedic Dictionary Oxford University**, Press.
13. Pride. W & Al, (2005), **Business, Houghton Mifflinn Co**, 8th Ed, Usa.
14. S. Mohsen, I. Mansour Ghaly (2008), **Administration And Business,** Dar Al-Wael, Second Edition, Jordan.
15. Young A . W, **A Study Of The Dominance Of Six Basic Motives In Personality As Set Forth By Eduard Springer In His Book**, "Types Of Men". Etd Collection For Auc Robert W. Woodruff Library.

Thesis

1. A Boudarea (2013**), "The Role Of Business Ethics In Improving The Performance Of Workers (Study Of A Sample Of Algerian Commercial Banks)",** A Master's Thesis Submitted To Mohamed Khider University - Algeria.
2. A Hamdi (2013), "**Strategic Development Of Human Resources Competencies In Light Of The Knowledge-Based Economy, A Case Study Of The Maintenance Directorate Of Sonatrach In Laghouat 2011",** Phd Thesis Submitted To The University Of Algiers 3 - Algeria.
3. S. Bouhlala (2015) **"The Ethics Of Human Resources Management In The Public Institution (A Case Study Of The Directorate Of Local Administration For The Headquarters Of Bechar State)",** Doctoral Thesis Submitted To The University Of Abu Bakr Belkaid - Algeria.

Journal article

1. A Al-Zinati 2014, **"The Role Of Professional Ethics In Enhancing Social Responsibility In Palestinian Governmental Hospitals (Al-Shifa Medical Complex As A Model)**", Master's Thesis Submitted To The Management And Politics Academy For Graduate Studies - Palestine.
2. Al-Saqqaf, Prof. Abu Sen 2015, "**The Impact Of Leadership With Values On Organizational Loyalty" An Applied Case On Yemeni Business Organizations, Its Group Of Companies, Al-Saeed Anam And Partners As A Model**, Journal Of Economic Sciences, Sudan University Of Science And Technology, Vol. 16, No. 1, Pp. 71-91.
3. Gilman S C., (2005), **Ethics Codes & Codes Of Conduct As Tools For Promoting An Ethical & Professional Public Service: Comparative Successes And Lessons, Prepared For The PREM, The World Bank Washington,** USA, PP: 3- 76

4. Goel M., Ra Manathann P., (2014), ***Business Ethics And Corporate Social Responsibility – Is There A Dividing Line?,*** Elsevier Procedia Economics And Finance, 11, PP: 49 – 59.
5. I Zain (2011) "**Al-Faruqi's Theory Of Values And Its Relationship With Cognitive Integration"**, Tafseer Journal, Vol. 11, No. 2, P. 07_32.
6. Ilonan B., Igo C., Sumilo E., (2016), ***Is Ethics Rational? Teleological, Deontological And Virtue Ethics Theories Reconciled In The Context Of Traditional Economic Decision Making***, Procedia Economics And Finance, 39, Italy, PP: 108 – 114.
7. Munro Turner M., (2004), ***Values And Beliefs,*** Coach The Coach, Issue 7, PP: 1_4.
8. Nwanji T I., Howell K E., ***The Stakeholder Theory In The Modern Global Business Environment***, International Journal Of Applied Institutional Governance, Vol 1 I, Issue 1, P:1-16.
9. S. Fadel, **"Analysis Of The Relationship Between Transformational Leadership And Organizational Values (Exploratory Research In The General Company For Battery Industry)"**, Journal Of Administration And Economics, No. 37.
10. Schwartz S.H**, (**1992**),** *Universals In The Content & Structure Of Values: Theoretical Advances & Empirical Tests In 20 Countrie*, Advances In Experimental Social Psychology. Vol. 25, P: 1-20

Seminar article

1. Hamdi (2014) "**The Importance of Values in Determining the Level of Efficiency of a University Professor",** the National Forum on the Ethics of the Profession of a University Professor between Establishment and Reality, Khenchela - Algeria, pp. 4-15.

Internet websites

1. ".<http://your dictionary.com/deontology>. Consulted on : 1 August 2017.
2. Sonatrach Code of Ethics.