

1 Operational Model of Cascading Values and Professional Ethics
2 in Organization : A Context for Spiritual Development of
3 Employees

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7

8 **Abstract**

9 Compilation of vision, mission and strategies of organization causes systematic and directed
10 movement of organization, but this movement without addressing business values and
11 professional ethics will be spiritless and face serious challenges. To have successful, dynamic,
12 spirited and sustainable business ,it is needed that moral values constitute its basic
13 foundations. Successful business requires at least two major factors: i.e. competitive strategy
14 and excellent performance in professional ethics. Act upon professional ethics is the major
15 foundation of developed employees and managers in organization. Doing tasks, activities and
16 achieving indicators and goals in moral atmosphere causes relation improvement, confidence
17 making, healthy competition, development of capabilities and happiness in organization.
18 Moral and spirituality are considered as requirements of today business world. So , with
19 regard to importance of professional ethics in business, in this paper the concepts of moral,
20 professional ethics and spirituality have been explained and components and 8 stages of
21 operational model of cascading values and professional ethics in different layers of organization
22 have been presented.

23

24 ***Index terms***— moral, professional ethics, organizational values, business, human resource development.

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26 Ethics in Organization : A Context for Spiritual Develop-
27 ment of Employees Iraj Soltani & Reihaneh Bahrami Nejad
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4 II. SPIRITUALITY AND PROFESSIONAL ETHICS

40 professional ethics in different layers of organization have been presented. Keywords : moral, professional ethics,
41 organizational values, business, human resource development.

42 2 I.

43 3 The Concept Of Moral And Professional Ethics

44 leaders and employees of organization should be bound to accepted ethics in order to be success and show it in
45 their tangible behaviors. Moral theory builds a system of codes and regulations that guides human in making
46 decision about good and bad, right and wrong [1]. Moral means principles and standards that defines right and
47 wrong conduct and behavior and shows their distinction. From theory aspect, moral is directed to the point that
48 excellence be toward human strive. The extent of moral will be increased through increasing ability of human in
49 controlling and mastering on nature and managing social structures. So , scope of moral along with increasing
50 ability of human in controlling social and nature environment will be increased and expanded [2]. Managers
51 and employees should practiced moral and turn it to behavior. Professional ethics require professionalism in
52 organization. For reinforcing professional culture, development of ethical codes also will be a context for stronger
53 identification and will provide a basis for developing competency model. Ethical codes can both be dominant on
54 members relationship and between customers of organization. Professionalism can be defined as a feature of an
55 individual or a group of employed individuals in a certain job that causes other confidence in desirable doing of
56 their tasks [3].

57 In issues of professional ethics some people emphasize on ethic of jobs owners and neglect organizational ethics
58 and ethical spiritualities. This approach can harm human resource development and causes organizations less pay
59 attention to ethical audits in goal setting, decision making, procedures, relationships with customer, competitors,
60 stock holders, and other interested [4]. To have ethical intelligence underpins professional ethics in leaders and
61 managers.

62 Link and kale consider ethical intelligence as the ability of differentiating right and wrong that is adjustable to
63 world principles . They consider ethical intelligence consisted of four factors including : honesty, responsibility,
64 sympathy, and forgiveness. Managers equipped with ethical intelligence are characterized by following features :
65 1. Serving people and organization 2. Justice-oriented in decision and work 3. Honesty in speech and behavior
66 4. Tend to collective and team work [1].

67 4 II. Spirituality And Professional Ethics

68 In Organization

69 Spirituality is an attempt toward creating sensitivity to self, others, superior force (God), searching for what
70 is needed for becoming human and achieving to the position of creating sensitivity to inter and intra personal
71 relationship in work life in order to reach personal development and human excellence. Spirituality has two
72 dimensions : internal (spiritual and psychological) and external (biologic and social) [5].

73 Spirituality at work has three basic elements: i.e. internal, external and combined which divide them onto four
74 different but related result : Internal aspect of spirituality at work is related to essence of your commitment to
75 your value system. Virtually all of the people have a guiding desire to creating difference also they have internal
76 qualities such as honesty, moral, belief, respect, and trust in order to prevent impact of internal factors.

77 Behavior (spirituality) doesn't shape and their secrets are in their severity. Expectation has impact on severity
78 of these factors. These expectations are the result of our knowledge up to date and in other words are our cognitive
79 processes. So , it is needed cognitive processes to be controlled [6].

80 External aspect of spirituality at work is emphasized more through statements such as "work is a spiritual
81 journey for many of us". instances such as creativity, variety, calmness and coordination are external
82 manifestations of spirituality at work. Your external world is the mirror image of your internal world. In
83 other words, whatever is out of you, is the reflection of what there is within you. Your personality and character
84 greatly determine quality of your relationship with other. Your attitude and reaction of others to you is greatly
85 specified with regard to belief and expectation you have about yourself. The level of your inner needs and willing
86 determines success of your outer world [7].

87 Combined aspect of work spirituality has two features: 1. Awareness of individuals about existence of
88 spirituality at work is increased. 2. This awareness changes the way of working with others at work. Some
89 combined aspects of spirituality at work include : Perception, honesty, team orientation and acceptance [8].
90 Cultivation of spirituality at work will have following results: 1. Belief in God 2. To gain calmness and as a
91 result crating a context for thinking about life.

92 3. Special attention to human and listening to colleagues sayings that improves cooperation. 4. True
93 commitment to improve relationship among human which causes peace and integration in the world. 5.
94 Improvement of human and their surrounding environment [7].

95 **5 Spiritual development**

96 **6 Cascading spirituality at work**

97 **7 Reinforcement of initiative thinking**

98 **8 Psychological welfare**

99 **9 Change in feeling**

100 **10 Mental growth**

101 With regard to importance of spirituality at work, organizational leaders have a major role in reinforcing and
102 developing spirituality at work. So leaders should play the role of spiritual leader too.

103 Max De Peri considers spiritual leadership as models of leadership serving, employees involvement and
104 empowerment. Spiritual leaders show belief, enthusiasm and results of their work. John Wesley considers these
105 three factors as major feature and symbol of spiritual leadership [9] . In spiritual leadership model, missions and
106 values shape a company with professional ethics, even beyond this, personal and professional life of employees
107 also shape based on spirituality .spiritual leaders exile moral identification of their followers and induce deep
108 commitment in them, and join internal and external moral in social relationship of employees, generally, spiritual
109 leadership is consisted of following elements :

110 -Common spiritual values -Future vision -Common purpose -Empower other -Influence in other -Insight -
111 Serving -Change in self and other [8].

112 Domination of spirituality and moral in business atmosphere can be shown in pattern 2. Fortune journal wrote
113 :%70 of failure of senior managers in U.S.A is not related to their weakness in formulating strategy but it is due to
114 their failure in strategy implementation barriers such as not transferring strategies, lack of employees alignment,
115 lack of management commitment and not allocating resource based on strategies have been mentioned [10]. So,
116 it is needed for success and sustainability, strategies, values and professional ethical be implemented in business
117 and be observed in employees behaviors.

118 **11 Organizational outcomes**

119 **12 Calmness**

120 To create fundamental change in behavior based on values requires seeing, feeling and changing. In seeing stage
121 employees become sensitive to values and feeling causes motivating of positive feeling or reduction of negative
122 feeling and increasing emergency sense, hopefulness and belief and changing means new feeling causes change in
123 behavior. Good exploitation of seeing, feeling and changing is a kind of smartness not abnormal neither deceptive.
124 And sometimes this process changes behavior of individual and drives them toward seeing, feeling and changing
125 [11]. This process causes growing good habits. Habits are not instinctual, they are reactive and achievable. To
126 change habit based on organizational values taking following steps is recommended : 1. To list behaviors and
127 habits that are not based on values 2. Root finding 3. To find accelerating factors 4. To choose a good behavior
128 for substituting irrelevant habit 5. Rehearsal of relevant habit [12].

129 To cascade values and ethical in organization and turning it to operational behaviors it is possible to get help
130 pattern No 3.

131 **13 Formalizing value statement**

132 **14 Categorizatio n**

133 **15 Prioritization of values**

134 **16 Value statement and professional ethics**

135 **17 Institutionalize values**

136 **18 Designing a model for describing organizational values -**
137 **Explanation of every value -To determine strategies of every**
138 **value -To determine behavioral codes of every value**

139 Translation of values for organizational layers In this regard form No1-in which an example of values and
140 mentioned bases specified, is presented. After evaluating and prioritizing organizational values, the most
141 important value and those which have the highest points should be selected as pivotal value and value statement
142 of organization is compiled and through cascading it in organizational strategic planning system, be addressed.

143 19 C.E.O and
144 20 Senior managers
145 21 Managers, supervisors and in-charges
146 22 Experts, technicians, operators
147 23 f) Description of organizational values and professional
148 ethics bases

149 In this stage, values and moral bases in terms of dimension's quality, content should be described and explained.
150 To offer values and moral bases in the frame of words and general statement cause ambiguity and tangle and
151 common subjectivity faces difficulties. Description and explanation of organization values increase common
152 subjectivity. To create common language understanding related to values, titles of values should be recorded and
153 described according to form No. 3 and then points and pivotal key of every value should be elicited.

24 Conclusion

154 Brisk of business climate requires dynamic and smart plans and activities. Profit ability in business is an
155 important principle for interested in organization, but survival and profitability require moral management of
156 business. Domination of ethical and organizational values cause reinforcing mutual respect, self-control, meaning
157 fullness, organizational and individual identification, belonging, conscience, honesty in speech and conduct in
158 organization and individuals enjoy work and organization. To make organizational values base of all employees
159 work, it is needed that values and ethics be specified and turned to behavioral codes and be flown indifferent
160 layers and its impact be assessed. In this paper an operational model for cascading organizational values was
161 presented.



18

Figure 1: Form No. 1 :- 8 -

Spiritual development
One of the
establishing spirituality
development of employees and managers. Spiritual
development is a
2 psychological welfare of Global Journal of Management and Business Research Volume XII Issue VIII Vers

[Note: -Self]

Figure 2: -actualization -Access to inner superior force -To join and find communication network
-To find criteria in work and life -Link to infinite force

[Note: -management by common value -Give identification to employees -Empowerment of employees -Spiritual development of employees -relief spiritual energy of employees -re informant of self-control -Influence]

Figure 3: Enjoy work Reinforcement of energy by work Intrinsic satisfaction from work
Individual outcomes Speed at work Cost reduction Profitability Brisk of business Change
in mind and feeling Mental growth Thought integration Positive attitude Social Wel fare
Psychological wel fare Spirituality roots at business environment -meaningfulness in human
-Human excellence seeking -Human link seeking -Access to superior force of inner -fact finding
of human Spirituality shaping Spiritual leadership at work

III. Professional Ethics In Organization

Stages Of Cascading Value And

Organization What

important for organization and business should be followed by considering them. Business value is manifested in professional ethics frame. Compilation of moral charter, values statement and such concepts are valuable but should be flow in different layers of organization in the form of practical behaviors and be integrated in individual work life. One of the challenges face today organization is weakness of

201 Following organizational values. The important issue in strategic management process is strategy implem

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ay

Figure 4: in other Development and depending spirituality at work

IV. Stages And Components Of

Cascading Values And Professional

system. 3. attention to specified values in council of direct -Religious and value bases Ethics In Organizational professional ethics.

-Group

of

strategy

compi-

lation

4. ex-

amining

values

and pro-

fessional

ethics

bases

201 Senior managers -employees values In this stage it is needed to specify required -Required and desirable

M

7

ay

Pattern

No 4 :

bases of

eliciting

organi-

zational

values

Figure 5: Top managers Middle Operational To compile effectiveness evaluation system of values and professional ethics To determine organizational values

b) finalizing values list and professional ethics bases In this stage list of values and moral bases derived from different resources should be provided, refined and finalized.

Figure 6: Directed to good tasks and prohibited from bad tasks Human resource systems Internal and external companies Strategic planning system Employees Acid test -Elicit list of values and bases of organizational professional ethics Organizational values bases

Safe work
Row. 1

Form No. 4 : the way of turning values to experience
Components of strategies
values (sample) -
Team work
Encouragement
(sample)
Team work

Respect customers and colleges 2

work -
Structure
making
for team
work
Operators
-Respect
each other
in sessions
-Define
improve-
ment -To
prevent
using
irrelevant
speech in
workshop
compen-
sation
system
projects
-Problem
-Report

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