

Evaluation of Professional Ethics Relations and the Level of Implementation of the Policies of the Organization of Natural Resources, Forests, Ranges and Watershed Management of the Country

Hossein Dehghani ¹, Masoud Pourkiani ^{2*}, Sanjar Selajeghe ², Saeed Sayyadi ², Zahra Shokouh ²

¹ Ph.D. Student in Management, Kerman Branch, Islamic Azad University, Kerman, Iran

² Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran

Corresponding Author: Masoud Pourkiani, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran. E-mail: pourkiani@iauk.ac.ir

Received 10 Oct 2022

Accepted 07 Nov 2022

Online Published 7 Feb 2023

Abstract

Introduction: The purpose of this research is to design and explain the model of professional ethics relations and the level of implementation of the policies of the Natural Resources and Watershed Management Organization of the country.

Material and Methods: It is developmental and applied, which was done in a mixed way. In the qualitative part, there were university professors and experts in the field of human resources management, from among whom 30 people were selected by a judgment method. The tool was exploratory interviews and finally the data was analyzed with Delphi technique. In the quantitative part, the statistical population included all the managers and employees of the General Directorate of Natural Resources and Watershed Management of Kerman province and the sub-departments of the cities. The sample consisted of 358 people who were selected based on the available sampling method. A questionnaire was used to collect the required data. Data analysis was done using one-sample t-test and structural equation modeling using SPSS23 and AMOS23 software.

Results: In the qualitative section, 70 sub-dimensions (indices) related to professional ethics were summarized in 5 factors and 79 sub-dimensions (indices) related to the implementation of the organization's policies were summarized in 4 factors. The analysis of the data in the quantitative part showed that there is a positive and significant relationship between the variable of professional ethics and the level of implementation of the organization's policies. Extra-organizational and individual (extra-personal) on the implementation of the organization's policies is significant at the 5% level, and the positive path coefficients show that these structures have had an increasing (direct) effect on the implementation of the organization's policies.

Conclusions: Based on the present research, it was found that professional ethics has a significant effect on the level of implementation of the organization's policies.

Keywords: Professional Ethics, Policy Implementation, Natural Resources and Watershed Management

How to Cite: Dehghani H, Pourkiani M, Selajeghe S, Sayyadi S, Shokouh Z. Evaluation of Professional Ethics Relations and the Level of Implementation of the Policies of the Organization of Natural Resources, Forests, Ranges and Watershed Management of the Country. Int J Ethics Soc. 2023;4(4):45-52. doi: [10.52547/ijethics.4.4.7](https://doi.org/10.52547/ijethics.4.4.7)

INTRODUCTION

By moving in the path of their rational development and growth, humans gradually became aware of the necessity of planning in life and paid attention to it as a tool in the service of managing and leading social systems. Today, organizations and administrative institutions have become so complicated that they cannot survive without detailed planning. Planning requires awareness of future opportunities and threats and predicting how to deal with them. Planning, which is always done in management before organization, includes setting vision, mission, recognition and setting goals to

resources and environmental assumptions, as well as setting policies, procedures and methods [1].

Policies and procedures are considered tools for implementing the organizational vision [2]. The policy may be written and officially communicated to the officials or verbally or implicitly and over time managers and employees will be informed about the policies; Therefore, if there are no documented and written policies for some duties, it does not mean that there is no policy for that job [3]. Governments also need to formulate policies and implement them properly in

order to fulfill their duties. These policies, which are often called public policies, if implemented correctly, can increase the level of well-being and general satisfaction of citizens and lead to the strengthening of the country [4]. Implementing policies actually means turning commitments into action. Of course, the lack of success in the implementation of policies is not always due to the weakness of the government and implementing organizations, but it can be the result of the policy formulation stage [5]. However, in this research, the focus is on the implementation of policies. Implementation problems occur when the desired results related to the desired interests are not achieved, and these problems are not unique to developing countries, and wherever essential and vital factors for the implementation of public policy are missing, whether in developing countries or in developed countries, implementation problems occur [6]. In various studies, several obstacles for non-implementation or incomplete implementation of policies have been mentioned; But what is certain is that policies must be applied and implemented by people in organizations; Therefore, along with the environmental factors, economic, political and social conditions, the shortcomings in policy development, the role of human resources in organizations cannot be ignored. Especially considering the ever-increasing expansion of organizations and the complexity of organizational environments, the role of human resources in the implementation of policies and success has become more critical and serious.

On the other hand, organizational professional ethics is one of the important factors that can affect the behavior of employees and their productivity. There are several definitions of professional ethics; But in general, it can be said that professional ethics is a set of principles and standards of human behavior, and its purpose is to realize what values should be preserved and disseminated in the organization [7]. Professional ethics is a type of moral commitment and work conscience towards any kind of work, duty and responsibility [8]. Being ethical in the profession is the result of knowing, wanting, being able and having an attitude. In fact, it can be said that it is personal beliefs and convictions that make a person responsible and law-abiding, and the result of a person's law-abidingness is that his behavior can be predicted [9]. The predictability of behavior will also lead to trust building, and this is the same professional ethics that is formed on the basis of individual beliefs and convictions [10].

As it was said, if the policies of the organization are realized, it can be said that the organization has achieved

its goals and achieved success. On the other hand, professional ethics has an effect on the performance of employees and it seems to be effective on the level of policy implementation. Because people who have professional ethics are more responsible and loyal to the organization, therefore they consider themselves as members of the organization and do their best to achieve the goals of the organization's policies. According to what was said, in this research, the relationship between professional ethics and the level of implementation of the organization's policies has been investigated. According to the importance of the correct implementation of the policy in this organization, the basic problem of the present research is to answer the following question:

What is the relationship between professional ethics and the level of implementation of the policies of the Organization of Forests, Ranges, Natural Resources and Watershed of the country?

MATERIAL AND METHODS

In terms of the purpose of this research, it was applied and developed in a mixed way.

Qualitative Section

The statistical population was university professors and experts in the field of human resources management, from among whom 30 people were selected by a judgmental method. The tool was exploratory interviews. This interview was conducted with two goals: presenting the extracted dimensions and components resulting from library surveys to the experts and asking them for their opinions regarding the extracted dimensions and components and identifying the dimensions and components that are considered in library studies have not taken another goal of the expert interview was a better understanding of the variables for their operational definition, extraction of metrics and their appropriate classification. Finally, the data were analyzed with the Delphi technique.

Quantitative Section

The descriptive method was of the correlation type. The statistical population included all the managers and employees of the General Directorate of Natural Resources and Watershed Management of Kerman province and the sub-departments of the cities. The sample consisted of 358 people who were selected based on the available sampling method. A questionnaire was used to collect the required data. In this research, 3 questionnaires were used to collect the required data. First, a special type of questionnaire (open and closed) that included general (demographic) and specialized

questions, was designed to survey experts and with the aim of finalizing the list of factors affecting professional ethics and the level of implementation of the organization's policies and the research model. and implemented. For this purpose, a 5-item Likert rating scale has been used in this questionnaire.

The expressions used in this questionnaire are designed as completely inappropriate, inappropriate, relatively appropriate, appropriate and completely appropriate, which have a value of 1 to 5 respectively. After the finalization of the model, 2 other questionnaires (in closed form) which included specialized questions were designed and implemented. The organization has tested in the General Directorate of Natural Resources in the north of Kerman province.

The questionnaire of professional ethics was used on a 5-item Likert rating scale. The expressions used in this questionnaire are designed as completely agree, agree, have no opinion, disagree and completely disagree, which have a value of 1 to 5 respectively. Also, the questionnaire on the level of implementation of the organization's policies using a 5-item Likert rating scale was used. The expressions used in this questionnaire are designed as very little, little, medium, much and very much, which have a value of 1 to 5, respectively. To measure the content validity of professional ethics questionnaires and the level of implementation of the organization's policies, the opinions of 5 of the same experts who participated in the construction of the model using the Delphi method were used. Thus, by sending the questionnaire to them, they were requested to give their opinions regarding the questions of the questionnaire and their compatibility with the research hypotheses by using the options completely inappropriate, inappropriate, relatively appropriate, appropriate. It is quite appropriate that they have a numerical value equal to 0%, 25%, 50%, 75%, 100%, respectively.

The content validity of the present questionnaires has been confirmed with a high percentage. Also, the factorial validity of the professional ethics questionnaires and the degree of implementation of the organization's policies were confirmed using confirmatory factor analysis. Cronbach's alpha was used to measure the reliability of professional ethics questionnaires and the level of implementation of the organization's policies. The Cronbach's alpha coefficient for the professional ethics questionnaire is equal to 0.978 and for the organization's policies implementation questionnaire is equal to 0.983, and according to the values of the

Cronbach's alpha coefficient, it can be concluded that the research tool has relatively favorable reliability.

Data analysis was done using descriptive statistics and inferential statistics (one-sample t-test and structural equation modeling) using SPSS23 and AMOS23 software.

RESULTS

Based on interviews with experts in the qualitative section, the number of 70 sub-dimensions (indices) related to professional ethics were summarized in 5 factors and the number of 79 sub-dimensions (indices) related to the implementation of the organization's policies were summarized in 4 factors. The conceptual model of the research is presented in [Figure 1](#).

In the section just before testing the hypotheses, the validity of the construct was tested using the confirmatory factor analysis test. The fit indices of the professional ethics model show that the root mean square error of estimation (RMSEA) (equal to or smaller than 0.08) should be 0.073 obtained in this research, which indicates the appropriate fit of the model. Normalized chi-square (CMIN/DF) (equal to or less than 3) obtained in this study is 2.91, goodness of fit index (GFI) (equal to or greater than 0.9) obtained in this study is 0.888. Modified Goodness of Fit (AGFI) (equal to or greater than 0.9) obtained in this study is 0.862, Normalized Fit Index (NFI) (equal to or greater than 0.9) obtained in this study is 0.876. Tucker-Lewis (TLI) (equal to or greater than 0.9) which was calculated as 0.905 in this study and incremental fit index (IFI) (equal to or greater than 0.9) which was obtained as 0.915 in this study.

The fit indices of the model related to the level of implementation of the organization's policies show that the root mean square error of estimation (RMSEA) (equal to or smaller than 0.08) should be 0.078 obtained in this research, which indicates the appropriate fit of the model. Normalized chi-square (CMIN/DF) (equal to or less than 3) obtained in this study is 3.474, goodness of fit index (GFI) (equal to or greater than 0.9) obtained in this study is 0.944, Adjusted goodness of fit (AGFI) (equal to or greater than 0.9) obtained in this study is 0.873, comparative fit index (CFI) (equal to or greater than 0.9) obtained in this study is 0.974. Normalized (NFI) (equal to or greater than 0.9) which was obtained in this study was 0.969, Tucker-Lewis index (TLI) (equal to or greater than 0.9) which was calculated in this study was 0.955 and the fit index Incremental (IFI) (equal to or greater than 0.9) obtained in this research is 0.974.

After checking the confirmatory factor analysis, the normality of the variables was checked using the Kolmogorov-Smirnov test, and the normality of the variables was confirmed. Finally, the research hypothesis was tested.

The main hypothesis of the research: the model of the relationship between professional ethics and the level of implementation of the policies of the Organization of Forests, Ranges, Natural Resources and Watershed

Management of the country (North General Administration of Kerman Province) is desirable.

In order to analyze this assumption, using the structural equation modeling approach, the proposed research model and the relationship between professional ethics and the level of implementation of the organization's policies were investigated. Figures 2 and 3 show the results of the confirmatory factor analysis of the professional ethics variable and the implementation of the organization's policy, respectively.



Figure 1. Conceptual model of the research

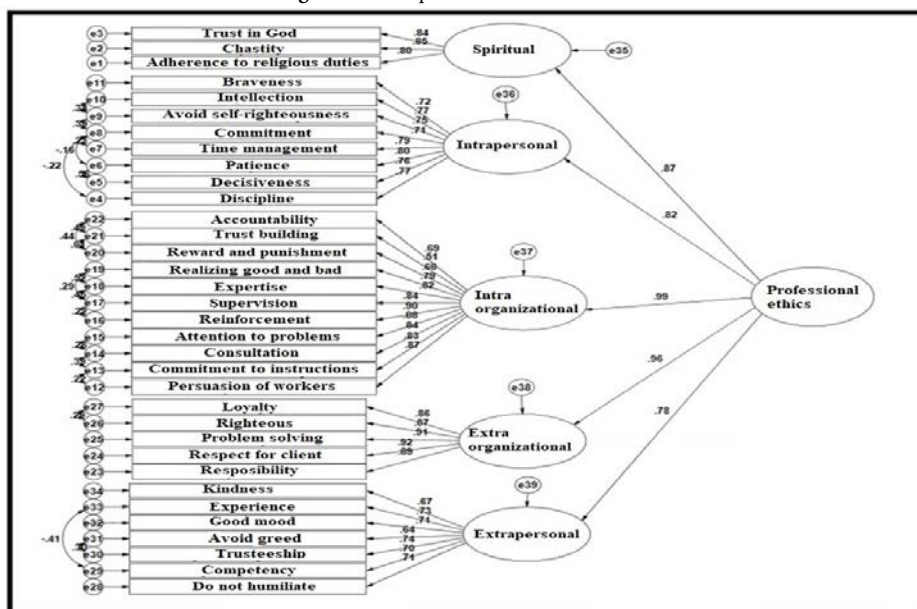


Figure 2. The results of confirmatory factor analysis of professional ethics (standardized factorial)

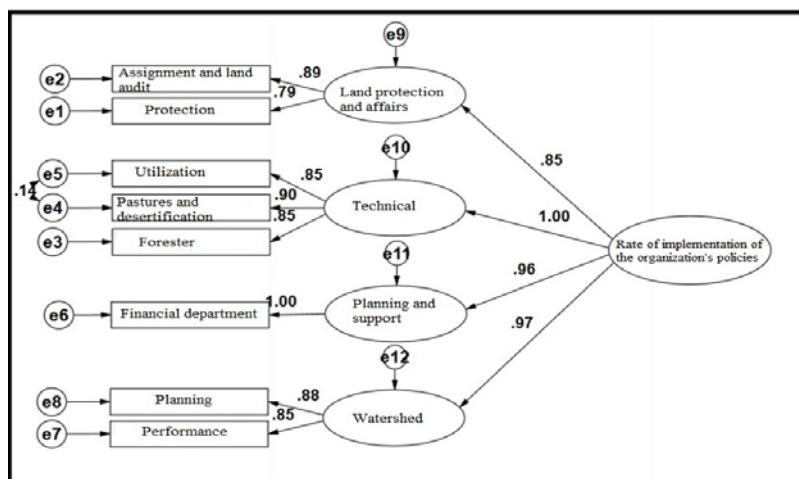


Figure 3. The results of the confirmatory factor analysis of the degree of implementation of the organization's policies (standardized factor loading)

In Table 1, the path coefficient between the two main variables of the research, i.e., the level of implementation of the organization's policies and professional ethics, is

presented, and finally, in Figure 4, the path coefficients of the research model are presented.

Table 1. Path coefficient and its significance and the study of the research in the main path analysis model

Question	Path Coefficient	T-Value	Result	Type of Relation
Degree of implementation of the organization's policies→ Professional ethics	0.403	3.941	Confirmed	Incremental

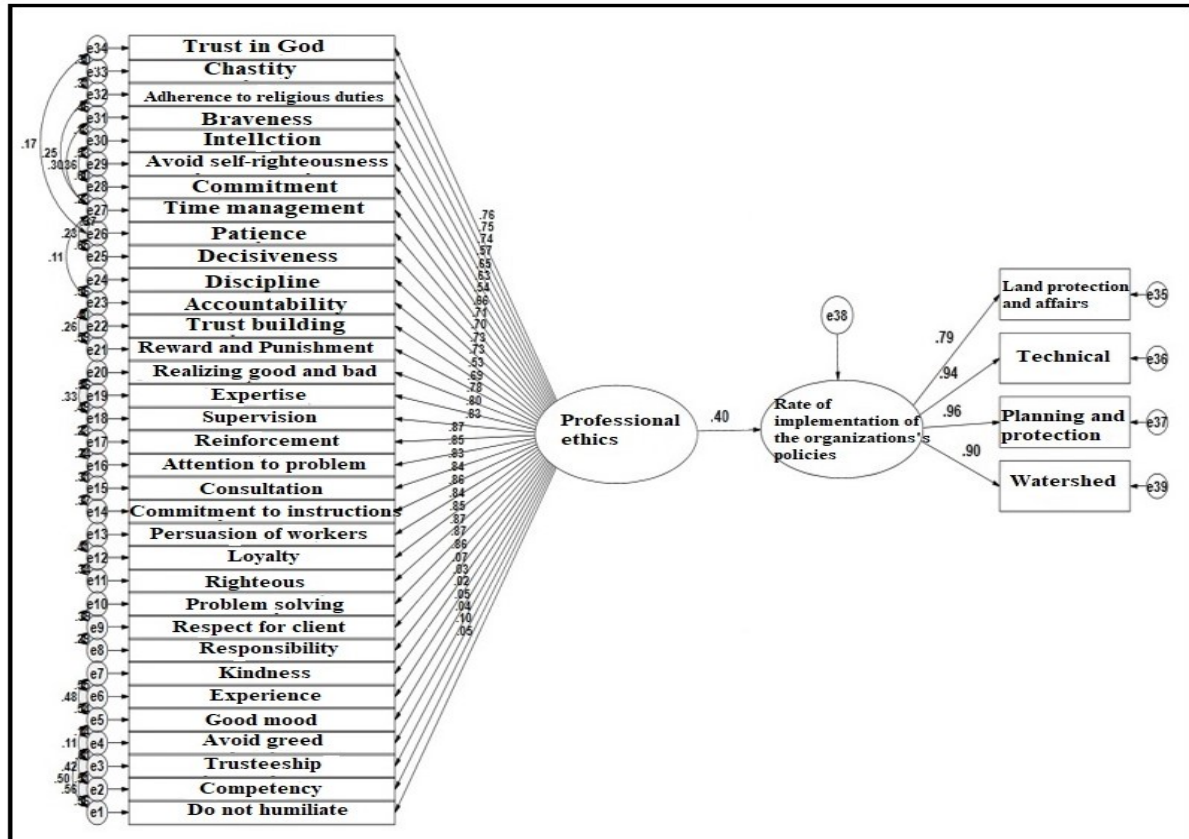


Figure 4. The results of the structural equations for examining the proposed research model (standardized factor loading)

DISCUSSION

In this section, the results are discussed separately, then suggestions and limitations of the research are presented. The results of the structural equation modeling from the research hypotheses test show that the spiritual variable is significant on the implementation of the organization's policies at the level of 5%, and the positive path coefficients show that these structures have had an increasing (direct) effect on the implementation of the organization's policies. In the General Directorate of Natural Resources of North Kerman Province, the relationship between the spiritual component and the level of implementation of the organization's policies was proven, because spirituality in work is linked with increasing creativity and innovation, honesty, trust and commitment in work, along with increasing the sense of evolution of employees. Spirituality at work can bring humanity to organizations, activity to the community,

and responsibility to the environment. The results of this finding are consistent with the results of some studies [9-16].

The results of the structural equation modeling results from the research hypotheses test show that individual (intrapersonal) is significant on the implementation of the organization's policies at the level of 5%, and the positive path coefficients show that these structures have had an increasing (direct) effect on the implementation of the organization's policies. In the General Directorate of Natural Resources of North Kerman Province, there is a positive relationship between the individual component (intrapersonal) and the level of implementation of the organization's policies; Because managers are directly related to the attitudes of employees and members of the organization. Ethical forces that adhere to principles such as discipline, courage, determination, commitment and work conscience help the organization move towards its goals.

If the mentioned communication is a healthy communication, the organization will achieve its goals and if this communication is based on unethical behaviors, the organization will fail to achieve its goals. The results of this finding are consistent with the results of some researches.

The results of structural equation modeling from the research hypothesis test show that the intra-organizational component on the implementation of the organization's policies is significant at the level of 5%, and the positive path coefficients show that these structures have had an increasing (direct) effect on the implementation of the organization's policies. Considering that there is a relationship between the intra-organizational component and the level of implementation of the organization's policies in the General Directorate of Natural Resources of North Kerman Province, it can be argued that respect for human values is one of the universal standards and principles of ethics. One of the important aspects of ethical behavior among colleagues to establish teamwork is to have qualities such as situation awareness, timely composure, commitment, having moral influence, having justice and avoiding discrimination, and being a role model and guide, and taking the lead in doing the right things, all of which are desirable. The cases in the organization help the managers in the correct implementation of the policy and reduce the problems of its defective implementation. The results of this finding are consistent with the results of some researches [4].

The results of the structural equation modeling results from the research hypotheses test show that the extra-organizational component is significant on the implementation of the organization's policies at the level of 5%, and the positive path coefficients show that these structures have had an increasing (direct) effect on the implementation of the organization's policies. Considering the positive relationship that exists between the extra-organizational component and the degree of implementation of the organization's policies in the General Department of Natural Resources in the North of Kerman province, it can be argued that considering that some of the policies of the Natural Resources Department are policy-making and the formulation of executive criteria for identification, finding talent in the implementation of optimal exploitation and It is stable from natural resources and national and state lands and to study and study the country's watershed in order to plan and prepare comprehensive plans and implement natural resources and watershed management activities

in the country's watersheds. The results of this finding are consistent with the results of some researches.

The results of the structural equation modeling show that the results of the research hypotheses test show that the individual component (extra personal) is significant on the implementation of the organization's policies at the level of 5%, and the positive path coefficients show that these structures have an incremental (direct) effect on the implementation of the organization's policies. have an organization Considering the positive relationship that exists between the individual component (extra personal) and the degree of implementation of the organization's policies in the General Directorate of Natural Resources in the North of Kerman province, it can be argued that the managers are directly related to the attitudes of the employees and members of the organization. These forces help the organization move towards its goals. The results of this finding are consistent with the results of some studies.

The limitations of the research are:

Lack of easy access to society and lack of cooperation

The use of a questionnaire (subjective measurement) for performance variables that are objective in nature (such as sales growth and market share)

Since the research method of the current study was correlational, it was not possible for the researcher to investigate the cause and effect of the studied variables.

Based on the obtained results, the following practical suggestions are presented:

Encouraging environmental and natural resources experts to enter high decision-making assemblies (in the form of people's representatives)

Strengthening feedback systems from customers, by the organization, to ensure the success and compliance of ethical programs by employees.

Full management support for ethical programs in the organization.

The performance of the policy-making institutions should be directly evaluated so that the problems and obstacles caused by the performance of the policy-makers can be corrected and resolved.

Policy-making should take place in a calm and stress-free environment.

Employees who are a symbol of ethics in the organization should be used as trusted advisors in the organization.

Mention of material and spiritual rewards resulting from professional ethics in the organization in line with the implementation of the policy in order to motivate the employees.

In order to increase professional ethics and efficiency in the organization, managers should take into

consideration the positive and negative experiences and the morale and personality characteristics of employees, and also adopt strategies to identify employees who have suffered from job fatigue, and take psychological counseling and interventions.

The organization should increase the fields of promoting social responsibility. In other words, to create opportunities for acquiring knowledge and encouraging creativity and developing abilities for the organization's employees, and through the use of ethics, to increase the employees' beliefs and positive attitude towards the organization.

Compilation of the general agreement and charter of organizational ethics with the participation of managers and employees in order to improve their performance.

Compliance of ethical programs with the expectations of the superior

Policy makers and implementers should not operate in predetermined management styles because it will hinder the implementation of the policy.

In order to increase effectiveness, managers of organizations should have a positive view of the personality and positive behaviors of employees and consider strategies to increase salaries and job security and employee satisfaction.

Managers should provide active participation of employees in all stages of the policy-making cycle and, in addition to efficiency, improve the possibility of consultation as well as public evaluation of efficiency.

Existence of precise and regular monitoring and performance evaluation systems in the organization, macro-regulatory institutions should also show sensitivity to the implementation or non-implementation of policies.

Legal and judicial infrastructures should be provided for the implementation of the policy, organizations that formulate and implement the policy should interact.

The results show that the extra-organizational variable has an increasing (direct) effect on the implementation of the organization's policies. In this regard, it is suggested:

By investing professional ethics in the people of the organization, managers help to improve organizational behaviors and in this way, in addition to benefiting from people with high human capital, they can also benefit from the advantage of expanding the effectiveness of their organization.

CONCLUSION

Organizational ethics as a scientific concept at the individual and organizational levels has attracted the

attention of various researchers in the last four decades, which is mentioned as a fundamental challenge for various organizations in the world. On the other hand, according to the religious teachings in the inspiring school of Islam, purifying the soul from vices and adorning it with beauty has received special attention. In addition, an important factor in the success of today's organizations is their transformation into ethical organizations.

In fact, it is necessary to observe professional ethics in the organization so that the organization does not cause conflict in the society on the one hand, and on the other hand, it guarantees its long-term interests by making rational and wise decisions. The thing that should be taken into consideration when dealing with the concept of professional ethics is that, first of all, professional ethics includes individual ethics and professional ethics, but it goes beyond both and looks at the organization as a legal complex. Second, today a strategic approach to professional ethics has been found, and for this reason, the spiritual responsibility of the company is entrusted to strategic managers; Not to the personnel unit, not even to the executive directors. Third, in the field of ethics, two types of "virtuous" and "problem-oriented" approaches should be distinguished from each other. The traditional approach to moral dilemmas is merely "virtue-oriented", not "problem-oriented"; While what solves organizational ethical dilemmas is the "problem-oriented" approach. Because the moral dilemma is a problem and to solve it effectively, we need to acquire expertise and skills. The main point is that we should avoid making assumptions about professional ethics. Fourth, organizational ethics is not necessarily individual-dependent, nor even organization-dependent, nor environment-dependent; Rather, individual, environmental and organizational factors have an effect on it; Therefore, we need a systemic approach in dealing with ethics. Neglecting these factors in explaining and analyzing moral dilemmas will make our decision-making far from realism.

The behavior of managers of organizations that are in direct contact with human resources has a great impact on the productivity of human resources and the growth and success of the organization. If the relationship between managers and employees is based on professional and effective ethics, this organization will definitely achieve its goals, and if this relationship is based on unethical behaviors, it will definitely prevent the effects and consequences of that organization from achieving its goals. So, the way managers of organizations should be managed in such a way that by

combining ethical principles with current laws, they can expand the culture of useful work in the organization. Managers who do not pay attention to the human dimensions and professional ethics in the organization and are willing to trample on their character to achieve their goals without paying attention to moral and humane principles, may get results in the short term, but in the long term, such a view usually reduces the creativity, efficiency and commitment of employees. It fades and they will see a sharp decrease in efficiency in the organization.

REFERENCES

1. Asefzadeh S, Rezapour A. Health and treatment management. 1st ed. Iran/Tehran: Hadith Emrooz Press. (In Persian). 2006.
2. Page S. 7 Steps to better written policies and procedures. 5th ed. Published by Stephen Page 2001.
3. Mahmoudian S, Ahmadi M, Hoseini F. Vision in practice: clinical coding policy and procedure. (In Persian). J Health Admin. 2008;11(31):47-81.
4. Moghadas Poor S, Danaee Fard H, Kordnaeij A. Exploring key factors of some public policies failure in Islamic Republic of IRAN: A case study of (national) tax policies. (In Persian). Organiz Culture Manage. 2013;11(1):33-68. doi: [10.22059/jomc.2013.35317](https://doi.org/10.22059/jomc.2013.35317)
5. Palumbo DJ, Calista DJ. Implementation and the policy process: Opening up the black box. Greenwood Pub Group. 1990.
6. Makinde T. Problems of policy implementation in developing nations: The Nigerian experience. J Soc Sci. 2005;11(1):63-9. doi: [10.1080/09718923.2005.11892495](https://doi.org/10.1080/09718923.2005.11892495)
7. Gharamaleki A. Introduction to Professional ethics. 1st ed. Iran/Tehran: Saramad Publication. (In Persian) 2010.
8. Haji Akhundi A, Tavakoli G, Akhavan P, Manteghi M. The relationship between strategic human resource managements and services innovation; considering the role of employees' professional ethics. (In Persian). Ethic Sci Technol. 2021;16(1):69-75. doi: [10.1001.1.22517634.1400.16.1.10.3](https://doi.org/10.1001.1.22517634.1400.16.1.10.3)
9. Farrokhi M, Ghaleei A, Ghalavandi H. The relationship between professional ethics & organizational agility by mediating information literacy. (In Persian). Ethic Sci Technol. 2021;16(3):105-9. doi: [10.1001.1.22517634.1400.16.3.14.1](https://doi.org/10.1001.1.22517634.1400.16.3.14.1)
10. McLaughlin DW, Torres CR. Sweet tension and its phenomenological description: Sport, intersubjectivity and horizon. Sport Ethic Philosoph. 2011;5(3):270-84. doi: [10.1080/17511321.2011.602581](https://doi.org/10.1080/17511321.2011.602581)
11. Akbari M, Ghasemi Shams M, Pourmohammad Ali S. The relationship between professional ethics and job conflicts with the mediation of organizational citizenship behavior. (In Persian). Ethic Sci Technol. 2017;12(4):1-12. doi: [10.1001.1.22517634.1396.12.4.12.3](https://doi.org/10.1001.1.22517634.1396.12.4.12.3)
12. Tahmasebipour N, Taher A. The mediating role of professional ethics in relation to the organizational atmosphere and quality of life of municipal employees in Shiraz region. (In Persian). Urban Manage. 2017;48:421-34.
13. Zabani Shadbad M, Hasani M, Ghasemzadeh A. The role of professional ethics in individual and organizational outcomes. (In Persian). J Med Ethic. 2017;11(40):54-60. doi: [10.22037/mej.v11i40.17903](https://doi.org/10.22037/mej.v11i40.17903)
14. Abbasi A, Motazedian R, Mirzaee M. Examining the obstacles to the implementation of public policies in government organizations. (In Persian). Organiz Resource Manage Res. 2016;6(2):49-69.
15. Faghihi A, Ranaee H. Designing a feasibility model for creating policy networks in policy-making systems: a research on the policy-making system of agricultural research in Iran. (In Persian). Iran J Manage Sci. 2006;1(3):1-35.
16. Van Meter DS, Van Horn CE. The policy implementation process: A conceptual framework. Admin Soc. 1975;6(4):445-88. doi: [10.1177/009539977500600404](https://doi.org/10.1177/009539977500600404)

Ethical Consideration

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

Conflict of Interest

The authors declare that there is no conflict of interests.

Acknowledgement

Researchers consider it necessary to thank and appreciate all the participants who helped us in this research.