



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 5 • 2017

Pathology Psychologically the Reasons of Negative and Positive Moral Behaviors of the Employees Working at Payam Nour University using Three – Aspect Pattern of View by Rosenberg and Howland

Morad Kordi¹

¹Assistant Professor of Payam Nour University

ABSTRACT

Nowadays, it is important to consider morality and moral values in analyzing the behavior of organizations. External symbol of organizational is contained from their moral behaviors and its moral behaviors are composited with sum of various moral values that organizations are emerged in it. Human resources are regarded as the biggest and more valuable asset in any organization. So the goal of the research was to investigate psychologically pathology the reasons of negative and positive moral behaviors of the employees working at Payam Nour University using three – aspect pattern of view developed by Rosenberg and Howland (hierarchical pattern) to provide a ground for organizational progress and excellence. Data collection methods were library method, field study, questionnaire and interview. The data was analyzed using analytic hierarchical process and variance analysis. Since the sampling method was census, then the study tried to select a sample (managers and experts) that research hypotheses were met by answering it in terms of tenure, education and age. SPSS version 21 and Expert Choice application were used to analyze the data. Proposed factors were approved by managers and experts and all factors were assessed with an average higher than 7 (self – regulatory, 0.628, self – evaluation, 0.186, self- monitoring, 0.135 and self-reinforcement, 0.051). Because there is a significant difference among the factors of moral behavior of the employees with demographic variables, the factor weight of behavior psychology was effective on negative and positive behaviors of the employees working at Payam Nour University.

Keywords: Analytic hierarchical process, moral behaviors, Rosenberg’s three – aspect pattern of view.

1. INTRODUCTION

Nowadays, organizations observe constantly themselves in circumstance that it can be called moral puzzle. Bad and good behaviors must be defined in these conditions. Recently, separation problem between

good and bad has been partially difficult and it can't be determined a clear border between them. Employees observe always non – moral behaviors around them. It implies that they see that unworthy employees are promoted; they see that bribe is paid and received and finally they see that managers use insider information for their personal benefits (Robins, 2011:18).

There are different definitions about psychology. Some psychologists studied mind as psychology topic, some of them investigated mental modes including feelings and perceptions and other studied behavior. The most important disputed problem among psychologists is how to change behavior. In fact, the most important topic in psychology is behavior item, so the most important definition of psychology is to “change behavior”: psychology consists of studying different aspects of being and their relations with each other in mutual effect of environment. In the study, behavior term includes all aspects of behavior. Totally, a person has three types of behavior: biological behavior, physiological behavior and psychological behavior. Thus, it is better to use ethology term instead of psychology term (Goli Zadeh, 2002: 35).

It is not always easy to distinguish right from wrong. Many ethicists claim that there is always a proper solution with respect to moral principles and others believe that appropriate solution depends on the conditions. To determine which is the correct approach or wrong is ultimately the responsibility of one's own. There are different definitions about business ethics by different scholars. But generally, it refers to identify right from wrong in work setting and then doing rightly and avoiding wrongly. In terms of terminology, morality implies to distinguish right from wrong and good from bad and always it had been discussed among philosophers. They regard morality as one of the philosophy branches. Additionally, some of them, such as Hayk, believe that morality is as a civilization – maker item (Gha'ni Zadeh, 2002, 129)

Real business ethics is a rational process for discovering decision options and selecting the best possible options for all practitioners. Real ethic at work setting is behind the personal values and ethics. Real morality is cumulative commitment or a collective effort with the same systematic properties to obtain results. In this research, at first negative and positive ethical behaviors are considered and then the necessity of emphasis on effective factors on employees' positive and negative moral behavior is studied.

2. NECESSITY OF STUDY

The evidence indicates that there are examples from regulatory measures and corrective actions in human history. But changing behavior in form of a regular set of knowledge and as an applied branch of psychology is back to late 1930s and early 1940. Originally, the approaches of behavior treatment is resulted from empirical and laboratory researches. Skinner (1938) indicated that how human actions can be controlled and directed in different life conditions using the principles obtained from empirical researches in lab conditions. In completing Skinner's works, others applied the principles obtained from learning psychology to direct human behavior. From Skinner' ear to present, vast and continuous researches have been done to regulate behavior in terms of evolving theoretical approaches in psychology. Reviewing on conducted studies indicate that psychologists have applied different approaches to manage behavior over the years. One of the oldest scientific approaches in psychology is behavioral approach. The approach has emphasized broadly on the role of external events and learning to make and reinforce change process and regulate behavior. Some famous psychologists follow the approach such as Watson, Skinner and Pavlov. According to behaviorism theory, external events can have fundamental effect on how to change behavior and how to reach effectively. Watson (1913) claimed observable behavior is an appropriate topic for psychology

and external and peripheral events manage behavior as a whole. Skinner's main assumption is based on our behaviors are managed and directed by external variables and there is not any process in our nature to determine our behavior. He cites self-regulatory, but his intent from self-regulatory is not to regulate behavior via some mysterious forces in our nature which is called self, rather, his intent is to control the variables that determine behavior. After starting regulating human behavior in 1950s, thousands of the research approved the effect under-studied method and principles from behavioral approach to change and regulate behaviors. Behavioral approach has been used frequently to regulate the vast range of behaviors. For example, of behavioral methods have been used to promote the behaviors related to health such as increasing healthy behaviors (exercise, appropriate nutrition) and reducing unhealthy behaviors (smoking, addition and overeating). Some have utilized behavioral method to manage their behaviors. In late 1970s, of behavioral methods with different titles have been used to manage or regulate behaviors. Nowadays, behavioral methods also have been used to manage and regulate or modify and improve behavior. Psychologists have focused on the point that attitudes can play significantly role on regulating behavior. Many studies have approved strongly the relationship behavior regulation (as dependent variable) and attitude (as independent variable). The researches have shown that how our behaviors follow the attitudes which we have about issues (same: 45). The research uses three-aspect pattern of attitude developed by Rosenberg and Howland (hierarchical pattern).

The Goals of the Research

- Based on three-aspect pattern of attitude (hierarchical pattern), the weight of the psychological reasons of behavior has effect on negative and positive behaviors of employees working at Payam Nour University.
- Self – regulatory has the highest score among influential factors on moral behaviors of the employees based on three-aspect pattern of attitude.
- Weight of each of elements of employees' moral behaviors based on three – aspect pattern of attitude is appropriate.
- There is a significant different between employees' moral behaviors working Payam Nour University based on their demographic variables (gender, age, tenure and education)

Key Concepts

One of the practical solutions to manage behavior in the approach is self-regulatory. Based on the results of the researches, it is considered an important and influential factor to manage or regulate behavior and has three phases:

1. Self-monitoring refers individual considers precisely own behavior, for example he records number of his smoking.
2. Self-evaluation refers individual compares current behaviors with pre-defined criteria, for example he or she compares daily absorbed calorie via fat with desirable sample that approximately equals with 20 percent. Sometimes the issues that appear via self-evaluation and self-regulatory are so useful that behavior changes without any other factor. But in some cases, the individual must change his behavior through self-reinforcement.

3. Self-reinforcement is the third and final self-regulatory phase. In this phase, the individual strengthens or reward himself or herself because of doing the behavior is close to desirable goal. For example individual recreate himself or herself for twenty minutes because of two-hour study. Other behavioral measures such as shaping, motivators and reminders can be regarded as effective methods to make and sustain desirable behavior. According to the results of behavioral studies, they can be considered as important factor to change and regulate the behavior (Shojaee, 2009: 32).

Researcher found the importance of other influential factor, especially attitudes to manage behaviors. In terms of definition, attitude refers to a durable system of negative or positive evaluation, emotional feelings and tendency to agreement or disagreement about an issue. As can be seen, attitude contains three elements: cognitive, emotional and readiness to action. Cognitive element refers to information and knowledge that an individual has about an issue. Of course, the most important of these cognitions are those that along with negative or positive evaluations. Emotional element of attitude contains the feelings that motivate attitude topic in individual. This topic may be pleasant or unpleasant. Readiness to action component makes ready individual react in confronting problems. Although individual's attitude is positive about a topic, he or she makes ready to approach it and vice versa. The pattern developed by Rosenberg and Howalnd (1960) is starting point of most contemporary analyses. This pattern is a hierarchical pattern and cognition, affection and action are regarded first – order three factors and attitude shows only second – order factor to regulate behavior. Given that three components are defined separately, they construct attitude structure at the high level of abstraction.

3. RESEARCH METHOD

Since the study tries to develop applied knowledge, in the other words, the investigations have been conducted in direction of practical application of knowledge, it can be concluded that the research is an applied research in terms of goal and a survey – descriptive study in terms of data collection method.

Statistical Sample

Statistical sample of current study is the employees with bachelor and master degrees (30 bachelors and 15 masters).

Data Collection Tool

Based on before – mentioned points, interview, library studies and questionnaire have been used to collect data. AHP questionnaire was used to weight and prioritize qualitative and quantitative factors and pair-wise comparison matrix was utilized instead of common questionnaires. The questionnaire has 6 tables and each of them studies effective factors on employees' negative and positive moral behaviors using appropriate pair-wise comparisons.

To Determine Questionnaire Reliability

For increased reliability, professors and experts were consulted to develop initial questionnaire and some modifications made in it. In the following, it was distributed and collected among some statistical sample.

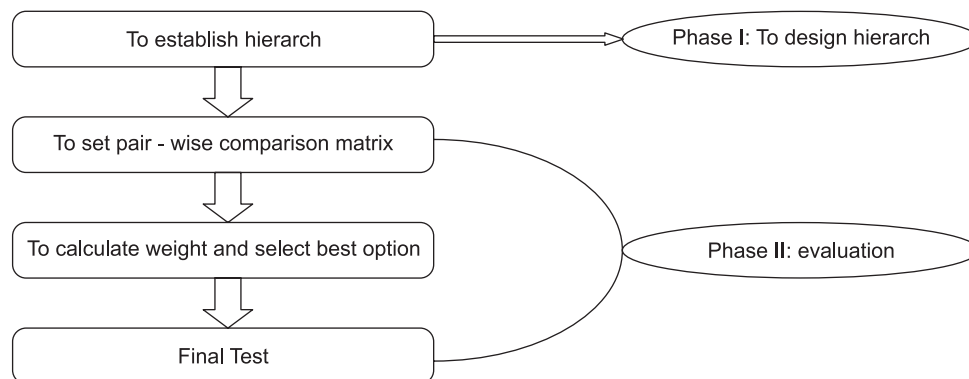
Finally, after ensuring that respondents understood the questions and there is not any problem in it, final questionnaire was distributed.

To Estimate Questionnaire Validity

To study questionnaire validity contains pair-wise comparison matrixes and it is expressed as inconsistency rate. In all pair-wise comparison matrixes is lesser than 0.1 indicating validity of AHP questionnaire is acceptable.

Data Analysis Tool

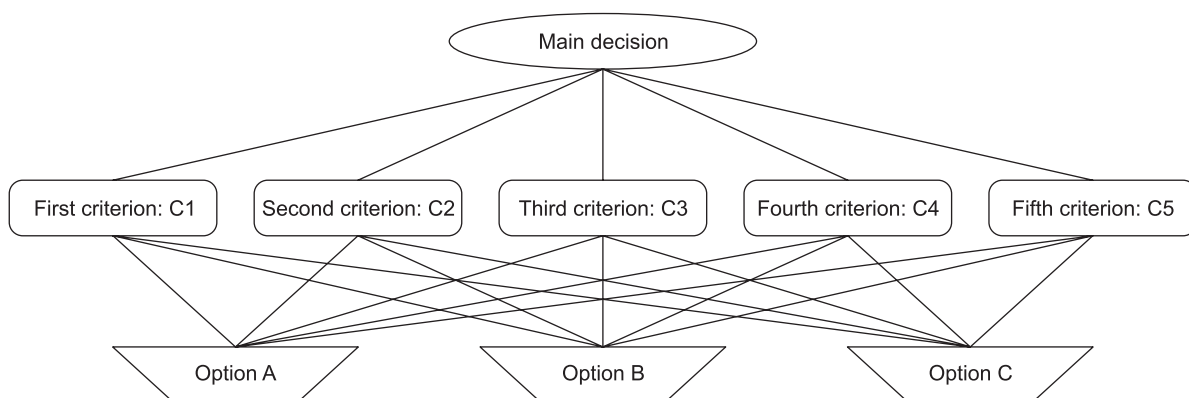
One of the specialized software for AHP analyzing, weighting and prioritizing is Expert Choice application which has been used in the research. AHP is one of the powerful multi- criteria decision techniques developed by PhD Saaty. The technique reflects natural behavior and human thought and enables decision makers provide interaction among different factors in complex and nonstructural conditions. It facilitates decision making via organizing emotions, perceptions, estimations and judgments and determines influential forces on decision (Asghar Pour, 2007: 35)



Analytic hierarchal process

Data Analysis

The goal of the researcher was to weight and prioritize effective factors on employees' negative and positive moral behaviors. In following, these weights and priorities will be shown using specialized applications (including Expert Choice).



Hierarchy Diagram

Summary of comparative calculations of moral behavior in terms of gender (*t*-test)

One-Sample Statistics

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Behavior	50	1.7093	.50048	.07078

One-Sample Test

	<i>t</i>	<i>df</i>	<i>Std. (2-tailed)</i>	<i>Mean Difference</i>	<i>95% Confidence Interval of the Difference</i>	
					<i>Lower</i>	<i>Upper</i>
Behavior	-4.107	49	.000	-.29067	-.4329	-.1484

Based on above table, since significance level is 0.00 and $P < 0.05$, then there is a significant difference between employees' moral behaviors in terms of gender.

Summary of comparative calculations of moral behavior in terms of age (*t*-test)

Case Processing Summary

	<i>Cases</i>					
	<i>Included</i>		<i>Excluded</i>		<i>Total</i>	
	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>
Behavior * Age	50	100.0%	0	0.0%	50	100.0%

Report

<i>Behavior</i>					
<i>Age</i>	<i>Mean</i>	<i>N</i>	<i>Std. Deviation</i>	<i>Std. Error of Mean</i>	
20-29	1.0000	9	.00000	.00000	
30-39	1.0000	10	.00000	.00000	
40-49	1.0000	18	.00000	.00000	
50-59	1.0000	13	.00000	.00000	
Total	1.0000	50	.00000	.07078	

ANOVA Table

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Behavior * Age	Between Groups (Combined)	.000	3	.000	.000	.000
	Within Groups	11.000	46	.000		
	Total	12.000	49			

As can be seen in above tables, possibility amount is lesser than 0.05 for all modes. It indicates that changing independent variable causes significant changes in dependent variable (age). It means that there is a significant difference between employees' moral behavior in terms of age.

Summary of comparative calculations of moral behavior in terms of tenure (*t*-test)

Case Processing Summary

	<i>Cases</i>					
	<i>Included</i>		<i>Excluded</i>		<i>Total</i>	
	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>
Behavior * Experience	50	100.0%	0	0.0%	50	100.0%

Report

<i>Behavior</i>	<i>Mean</i>	<i>N</i>	<i>Std. Deviation</i>	<i>Std. Error of Mean</i>
<i>Experience</i>				
Under 10	1.0000	18	.00000	.00000
10-19	1.0000	23	.00000	.00000
20-29	1.0000	6	.00000	.00000
up 30	1.0000	3	.00000	.00000
Total	1.0000	50	.00000	.07078

ANOVA Table

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Behavior * Experience	Between Groups (Combined)	.000	3	.000	.000	.000
	Within Groups	11.000	46	.000		
	Total	12.000	49			

As can be seen in above tables, possibility amount is lesser than 0.05 for all modes. It indicates that changing independent variable causes significant changes in dependent variable (tenure). It means that there is a significant difference between employees' moral behavior in terms of tenure.

Summary of comparative calculations of moral behavior in terms of education (*t*-test)

Case Processing Summary

	<i>Cases</i>					
	<i>Included</i>		<i>Excluded</i>		<i>Total</i>	
	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>	<i>N</i>	<i>Percent</i>
Behavior * Education	50	100.0%	0	0.0%	50	100.0%

Report

<i>Behavior</i>	<i>Mean</i>	<i>N</i>	<i>Std. Deviation</i>	<i>Std. Error of Mean</i>
<i>Education</i>				
Associate Degree	1.0000	5	.00000	.04899
BS	1.0000	32	.00000	.09356
MA	1.0000	12	.00000	.00000
P.H.D.	2.0000	1	.	.00
Total	1.0000	50	.00000	.07078

As can be seen in above tables, possibility amount is lesser than 0.05 for all modes. It indicates that changing independent variable causes significant changes in dependent variable (education). It means that there is a significant difference between employees' moral behavior in terms of education.

ANOVA Table

			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Behavior * Education	Between Groups	(Combined)	1.058	3	.000	1.000	.000
		Linearity	.000	1	.000	.000	.000
		Deviation from Linearity	.000	2	.000	1.000	.000
	Within Groups		11.000	46	.000		
	Total		12.000	49			

To Study Main Hypothesis

Based on three – dimensional attitude pattern by Rosenberg and Howland (Hierarchical pattern), the weight of psychological behavior reasons is effective on employees' negative and positive behaviors working at welfare organization. Given that recommended factors on ethical behavior have been approved by managers and experts based on three – dimensional attitude pattern and all factors have been evaluated with an average higher than 7. The weights of these factors are self – regulation with 0.628, self – evaluation with 0.186 and self – monitoring with 0.135 and self – reinforcement with 0.051. Because there is a significant relationship between demographic factors and behavior based on three – dimensional attitude pattern, the weight of these factors is effective on employees' negative and positive behaviors in Payam Nour University.

4. CONCLUSION

Result of Research

<i>Row</i>	<i>Hypothesis</i>	<i>Analysis</i>	<i>Result</i>
1	First sub – hypothesis: self – regulation has the maximum score among influential factors on ethical behaviors based on hierarchical pattern	Data was weighted and prioritized based AHP method and Expert Choice application and the results consist as follows 1. self – regulation with 0.628 2. self – evaluation with 0.186 3. self – monitoring with 0.135 4. self – reinforcement with 0.051	Acceptance of hypothesis
2	Second sub – hypothesis: weight of each of ethical behavior components is appropriate based AHP pattern	Identified factors have been approved by managers and experts and all factors were evaluated with an average higher than 7	Acceptance of hypothesis
3	Third hypothesis: there is a significant difference among ethical behaviors of the employees based on demographic variables (gender, age, tenure and education)	The results indicate that there is a significant difference based on their demographic variables (gender, age, tenure and education)	Acceptance of hypothesis
4	Main hypothesis: the weight of psychological behavioral reasons is effective on employees' negative and positive behaviors in Payam Nour University	As regards recommended factors on ethical behaviors are approved by managers and experts and all factors are evaluated with an average higher than 7 and being significant of demographic factors on behavior based on AHP pattern, the weight of psychological behavioral reasons is effective on employees' negative and positive behaviors in Payam Nour University	Acceptance of hypothesis

Being ethically or not can result to negative and positive consequences at organizational level. Administrative health can be regarded as a positive consequence. As can be noticed financial health, profitability, achievement to new products and markets, participation in organizational decision by employees, appreciating the participation of employees, staff development, continuous learning, effective relation with customer, bright objectives, performance management and staff promotion have interconnected relationship with effective factors on ethical behavior and moral consequences. Statistical population of the research is all managers and experts working at welfare organization. Sampling method as census and all statistical population delivered completely the questionnaires. The research tool was questionnaire and AHP technique and Expert Choice and SPSS application were used.

Many behaviors and decisions by employees and managers in current organizations are under their ethical values. As regards human forces, whether individual or group, and in interaction with other, are the most important competitive advantage, people judgment about being right or wrong works has a strong effect on their quality and quantity of performance and consequently organization performance and its success. Hence attention to ethical principles is inevitable. Business ethic can be useful via regulating better relations, reducing conflicts and increasing collaboration and also decreasing the costs resulting from performance control. Ethical observance in confront with in and out beneficiaries causes to increase legitimation of organization measures and use benefits resulting from pluralism and finally improved profitability and competitive advantage. Attention to legitimation of organizational measures from employees' perspective, justice observance in recruitment and selection system, salary and wage, reward and promotion, developing code of ethics for organization, appropriate and compatible measures in direction of society sensitivity about issues including holding ethical training programs for managers and employees and especially managers' commitment to ethical principles. In the research, identified factors have been approved by experts and managers as influential factors on psychological reasons of employees' negative and positive behaviors working at Payam Nour University based three – dimensional attitude pattern. All factors were evaluated by this pattern with an average higher than 7. Since there is a significant relationship between demographic factors and the behavior, the weight of the factors were self – regulation with 0.628, self – evaluation with 0.186, self – monitoring with 0.135 and self – reinforcement with 0.051, respectively. The results of the research are compatible with results of some researcher such as Nakhaee, 2007, Tolae, 2009, Diane, 2002, Jaramillo et. al., 2006 and Satish et. al., 2008.

Some scientists (Beauchamp, 1996, Briggs & Cheek, 1988, Cen, 1992, Ferrari, 1996) defined behavior regulation as systematic processes and activities to make growth normative and agreeable behaviors and prevent abnormal behaviors and modify them. Researchers found also the importance of other effective factors, especially attitude, to regulate behaviors. In terms of definition, attitude is a continuous system of negative and positive values, emotional feelings and tendency to agreement or disagreement about an issue. As we know, attitude consists of three components: cognitive, emotional and ready to action. Cognitive component of attitude is information and knowledge that people have about attitude topic. Of course, the most important of these cognitions, are the ones with a positive or negative evaluation. Emotional component of attitude includes the feeling motivates the subject of attitude in a person. This topic may be pleasant or unpleasant. Ready to action component makes ready person to react in confronting with problems. If person' attitude is positive toward the subject, he is ready to close it, and do it and vice versa, if one's view of the matter is negative, trying to avoid it. Three – dimensional pattern developed by Rosenberg and Howland is starting point of most contemporary studies. The pattern is a hierarchical

pattern and based on cognition, affection and action are regarded as first – order three factors and attitude is considered as only second – order factor to regulate behavior. Although, three components are defined separately in the pattern, at higher level of abstraction, it makes attitude structure. Psychologist make focus on this point that attitudes can play significant role to regulate behavior. Many of routine behaviors can be regarded under induced attitude. Many studies have supported strongly assumed relationships between behavior regulation (as dependent variable) and attitude (as independent variable). The researches have shown that how our behaviors are followed by our beliefs and attitudes that we have about a subject (Shojaee, 2009: 45). Following diagram indicates the effective components of self-regulation (0.628), self-evaluation (0.186), self-monitoring (0.135) and self-reinforcement (0.051) on employees’ moral behaviors working at Payam Nour University based on three-dimensional attitude pattern, developed by Rosenberg and Howland (hierarchical pattern).

Priorities with respect to:
Goal: The reasons for ethical behavior



Suggestions

As regards the results of current research indicates that demographic factors (gender, age, tenure and education) have significant effect on employees’ behaviors working at Payam Nour University, hence some suggestion are developed to identify psychological reasons of positive and negative moral behaviors with respect to under-studied dimensions.

Self-regulated learning is a multi-aspect structure which includes complex interactions among applying cognitive, motivational and metacognitive strategies. It is a type of learning that drawn from the effect of self-productive thoughts, feelings, strategies and behaviors and it is directed toward achieving the goals.

Reviewing analytically to communication network and type of needed information, it can be found that defined duties for education in organizations are changing rapidly. Managers must meet needs and costs related to supplement training and improvement of employees in accordance with organizational strategies and design and implement effective programs to promote qualitative performance of employees in terms of their strategic responsibilities.

Make sure that each personnel have received a version of plan of organizational strategy which includes organizational missions, perspectives, strategic objectives and the way of goal achievement.

Make sure that each personnel have received a manual that includes all updated methods of personnel.

Provide a main set of processes that shows how routine procedures are directed and put them in standard executive manual.

Make sure that each personnel have received a version its own duty descriptions and organizational chart.

Appoint regularly managerial meeting (tt least fortnightly). Even if you do not have nothing to report and follow-up, let’s meetings for when you believe you have something to report. In that case, there is a one-way communication and organization sees losses.

All employees together hold meetings every month to determine what the organization does, what are concerns and general news about the procedures to be determined.

Leaders and managers need to meet face to face with their employees at least once a week. Even if the number of employees is high, management must meet occasionally staff in fact to face.

Have regular meeting to achieve the goals. It helps employees understand what is important. It gives them a sense of being directed and executed.

Make sure that all personnel have received annual performance magazines that includes their goals for another year, update of their duties,

Hold Roundtable to see the feedback from that meeting.

Study on the feedback, ask problems from employees, write down and answer them. Even if the answer is that you can do nothing.

