

Presenting a Pattern of Ethical-Oriented Organizational Culture in Line with Promoting of Administrative Health with a Mixed Approach

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Abstract: This study was done with the aim of presenting a pattern of ethical-oriented organizational culture in line with promoting of administrative health with a mixed approach. This research is mixed (qualitative-quantitative) in terms of practical purpose, approach, exploration, and in terms of data analysis. In the qualitative phase of the research and due to designing a model based on the methodology of foundation data theory, a group of experts were selected in the field of human resources including university professors and senior managers of governmental organizations and prominent consultants and were interviewed more deeply. In this phase, the snowball sampling method was used and this process continued until the researcher reached theoretical saturation and a total 9 interviews were conducted. In the quantitative phase, all government employees of Hamadan city were considered as a statistical population and among them, 350 people were selected from the random stratified sampling method with proportional division as a statistical sample. In the qualitative phase of the research, because the foundation data theory method was used, the main instrument for data collection was deep and unstructured interviews with experts. In the quantitative phase of the research, the main data collection instrument was a closed and researcher-made questionnaire consisting of 42 items that was designed according to the initial conceptual model. In the quantitative phase of the research, SPSS, Lisrel and smartPLS software were used for descriptive and inferential analyzes. Finally, the research results led to the design of a green marketing process model in pharmaceutical companies (based on the paradigm model structure) and the hypothetical relationships of the model were tested and confirmed in a large community.

Keywords: ethical-oriented organizational culture, organizational health, governmental organizations, data theory foundation.

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Introduction

Organizational health is a unique concept that allows us to have a great image of organizational health. In healthy organizations, employees are committed, dutiful and helpful, and have a high spirit and performance. A healthy organization is where people come to their workplace enthusiastically and are proud to work there. In fact, the health of the organization has its especial impact in terms of physical, mental, security, belonging, meritocracy and valuating to knowledge, expertise, and personality of stakeholders, and developing their capabilities and performing tasks assigned by their super systems in manner efficiency of any system. Administrative health inefficiency is also part of the set of problems that organizations inevitably experience them in their lifetime. Research has shown that paying attention to ethical issues in the organization can affect organizational health (Rahimi, 1396). Organizational ethics includes various dimensions: the application of ethical values and principles, the known logical process in making ethical decisions, and decisions and behaviors that result from organizational processes (Fisher & Bonn, 2007: 1561). In an ethical-oriented organizational culture, right and wrong behaviors are explained to the employees of the organization and values such as justice, respect, open and transparent communication have important role in it (Cardy & Selvarajan, 2006: 589).

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Statement of the problem

Today, human resources play an important role in the growth and development of organizational goals. Organizational culture is one of the most fundamental domains of transformation in the organization. Organizational culture due to its strong impact nature on the behavior and performance of the organization members has a significant role in internal control of employee's behavior and prevention of administrative corruption (Tadili, 2018). Culture and ethical atmosphere in the organization is an indicator of people's understanding of their organization and it affects their attitude and behavior. The problems that have penetrated into governmental organizations in recent years can be included as increasing of administrative corruption and decreasing organizational health. This problem reveals itself in multifarious ways (bribery, low work commitment, embezzlement, rent-seeking, etc.) and reminds the necessity of paying attention to this ominous phenomenon more than ever. In this regard, and by considering the aforementioned issues, it seems that the prevalence of ethical-oriented organizational culture in line with reinforcing administrative health can be examined as one of the ways for solving such a problem. But accurate studies show that we face with an obvious study gap in this area. This means that no comprehensive and systematic researches have been done at the level of governmental organizations of the country on presenting the model of ethical-oriented with strengthening organizational health approach. Therefore, the present study intends to answer the following main question: "How is the process model of ethical-oriented organizational culture with a strengthening organizational health approach?"

The Necessity and Importance of Doing Research

The specific needs of doing this research can be summarized as follows: published reports throughout the country, as well as initial interviews with some senior managers of governmental organizations, reveal that in recent years, administrative corruption has been increasing and this is considered as a danger alarm for governmental organizations and has been reminding the necessity of paying more attention to this problem. At present, at the level of governmental organizations in the country, has not been presented a comprehensive pattern in terms of process-based way due to modeling ethical culture in line with promoting organizational health, and in this regard, we are facing with a study gap. In the case of obtaining to comprehensive model that in terms of process-based way models the ethical culture in line with promoting organizational health, the guidance managers of governmental organizations can use it in policies and strategies in the domain of human resources and take steps to strengthen and reinforce organizational health.

Research objectives

The main aim of this study is to present a process-based model of ethical-oriented organizational culture with an approach to strengthening organizational health for governmental organizations. And sub-objectives of the research include: identifying strategic variables, recognizing the main topics, identifying contextual variables, identifying environmental variables, identifying strategic variables in process-based model of the ethical-oriented organizational culture with an approach to strengthening organizational health and also recognizing the consequences of process-based model of the ethical-oriented organizational culture and design of process-based model of ethical-oriented organizational culture and explaining of process model of ethical-oriented organizational culture with an approach to strengthening organizational health.

Theoretical Foundation

Organizational culture

Culture is a complex and multi-dimensional topic, with a rich value and science that is immersed in an aura or auras of ambiguity and vague. Raymond Williams states that "Culture is one of the two or three most complex words in English". Before the last decade of the eighteenth century, the multiplicity of meanings of the words culture and civilization propelled Herder, a German philosopher, to mention the point about culture that "nothing was more indeterminate than this word." In a comprehensive definition, "culture" is a complex and dynamic social system that is created and grown by the collective human being in the process of human social development and due to more and better adaptability with the natural and social environment and achieving a richer, loftier and more creative life and it is transmitted

from generation to generation as a social heritage. These three layers incline to be described from the overt to covert level and nature as: the first layer; external manifestation, second layer; supported values, third layer; hidden common beliefs:

The importance of identifying culture for organizations

Culture is important because any action without awareness of the cultural forces (which are always at work) may accompany unpredicted and unintended consequences. Organizational culture is a system consisting of values (what is important and what is not important) and ideas (how people act and how they do not act) that interacts with human resources, organizational structure and control system and consequently establishes behavioral norms in the organization. The culture of an organization encompasses common beliefs, attitudes, assumptions, and expectations that guides behaviors in the absence of an explicit rule or instructions, and in most organizations, this is the case in most management positions. Culture can be a powerful and strong source of identity, a common goal, and flexible guidance (Amiri 2017).

Functions of organizational culture

In an organization, culture plays different functions and roles. To understand how these functions occur, the instructive feature of these functions is briefly explained: It grants an organizational identity to the employees of the organization. It facilitates group commitment. It encourages the stability of the social system. Culture shapes the members' behavior by helping them to find and realize their surroundings. The culture of an organization effects on the tasks and function of the organization's management, culture is considered as a controlling factor that paves the way for creating and shaping the attitudes in employee's behavior. Culture helps the organization to adapt itself to the factors of the external environment.

Cultural dimensions

One of the most common frameworks used to distinguish and distinct cultures from each other is the criterion with six dimensions known as the Cluckhohns and Strodbeck model: Man's relationship with nature: Is man subdued by nature and the environmental factors around him/her and Does he/she deal and agree with it, or does he/she dominate it? Culture and time: Does the past, present or future are paid more attention in the intended culture? The nature of the people: are the people of that land good, bad or a combination of both from the perspective of intended culture? Paying attention to work or activity: Are people in the community working and always emphasizing on doing things, or are they having fun and trying to enjoy every moment in the intended culture? People's Relationships with each other: Cultures can be categorized based on who is responsible for people's well-being. The concept of place or space: This concept refers to the ownership of space and privacy that individuals are looking for (Deh Pahlavani Kahrizi, 2017).

Based on these six dimensions, eighteen cultural variables are also defined that represent different types of the above-mentioned dimensions (Table 1):

Table (1): Cultural DimensioVariables (Deh Pahlavani Kahrizi, 1396)

Cultural Dimension	Variables		
The relationship of people with nature	Domination	Coordination	Submission
Time from the perspective of the people	Past	Present	Future
Nature of people	Good	Combination of both	Bad
Paying attention to the work	Being or existing	Controlling	implementing
The people's relationship with each other	Individualism	Collectivism(Group)	Categorization-based
The concept of the space	Private	Combination of both	Public

It should be noted that people from different cultures can carry certain variables in each of the above dimensions.

The role of the leader in managing organizational culture change

"Organizational culture" and "missions and strategies of the organization" must be consistent and coordinate with each other. As long as an organization is successful in performing its fundamental tasks, its existent culture will be enumerated good, but as soon as there are signs of failure in the organization, it is supposed that elements of the culture are inefficient and need to be changed. The change of culture and the role of leadership in its management have different mechanisms based on development stages of the organization. In start-up organizations, cultural beliefs are strongly guarded watched and cultural revolutions involves flourishing and strengthening the roots of culture to a greater degree. Substitution is the most important factor that highlights cultural issues in the middle age of the organization. Meanwhile, the possible positioning of the organization group (for or against the founding positions) and the fusion of cultural elements with the founding personality elements, increase the complexity of this issue. At this stage, the change mechanism may be the use of transplanting method; unless the organization is to be sold or the management team is to be changed generally during this transfer. In this case, a new era of culturalization begins (Amiri, 2017).

Cultures of individualism and collectivism

One of the six cultural dimensions is the topic of people's relationship with each other, which itself includes variables like cultures of individualism and collectivism. In an organization, people based on the particular culture they come from may be individualistic or collectivist. Considering the definition of these two terms, it should be said that at the beginning the term individualism was used during the French Revolution to describe the destructive effect of individual rights on the affluence of nations. At that era, a group of thinkers concerned and even feared of the growing progress of the individual rights movement. It was felt that individualism would eventually destroy society. Subsequently, individualism was known as an anti-social worldview that would disrupt social structures. In fact, Western thinkers had identified long ago the distinctions between individualistic and collectivist communities. Durkheim in his writings apposed organic correlation with mechanical correlation. In his view, the transient relationships that exist between individuals in complex societies (organic correlation) indicate a kind of focus on the individual. However, the permanent relationships formed between individuals in traditional societies (mechanical correlation) indicate a kind of focus on the collectivity. The main premise of individualism is that individuals are independent of each other. In other words, individualism is a worldview that puts the individual in the first place and society in the second place. In this worldview, rights are underscored more than duties. Individualistic values include personal responsibility, freedom of choice, the substantiation of all individual potentials, and respect for the others' independence. The main premise of collectivism is that social groups and individuals have reciprocal commitments to each other. These groups include family, tribe, ethnicity, religious group, and so on. The main characteristic of collectivist societies is the abundant mutual commitments and expectations based on the social situations of the individuals. In this worldview, the individual is considered a part of society and social units are prioritized with a common destiny, goals and values. Moreover, each of the individualistic and collectivist cultures can be divided into two horizontal and vertical types (Karimi, 2018).

Denison's organizational culture model

In 2000, Professor Daniel Dennison implemented research on organizational culture and organizational effectiveness. In his model, he described the cultural characteristics as follows: a) engaging in work (involvement); B) compatibility; C) adaptability; D) Mission or prophecy (Karimi, 2018).

As it is seen in Denison's model, this model is formed by two vertical and horizontal axes that are divided into four parts (quadrant). The vertical axis is related to the rate and the type focus of organizational culture. This axis is led to internal focus at one hand and at the other hand is led to external focus. The horizontal axis referred to the extent and rate of organization flexibility that it is led to stable culture at one hand and at the other hand is led to flexible culture (The same resource).

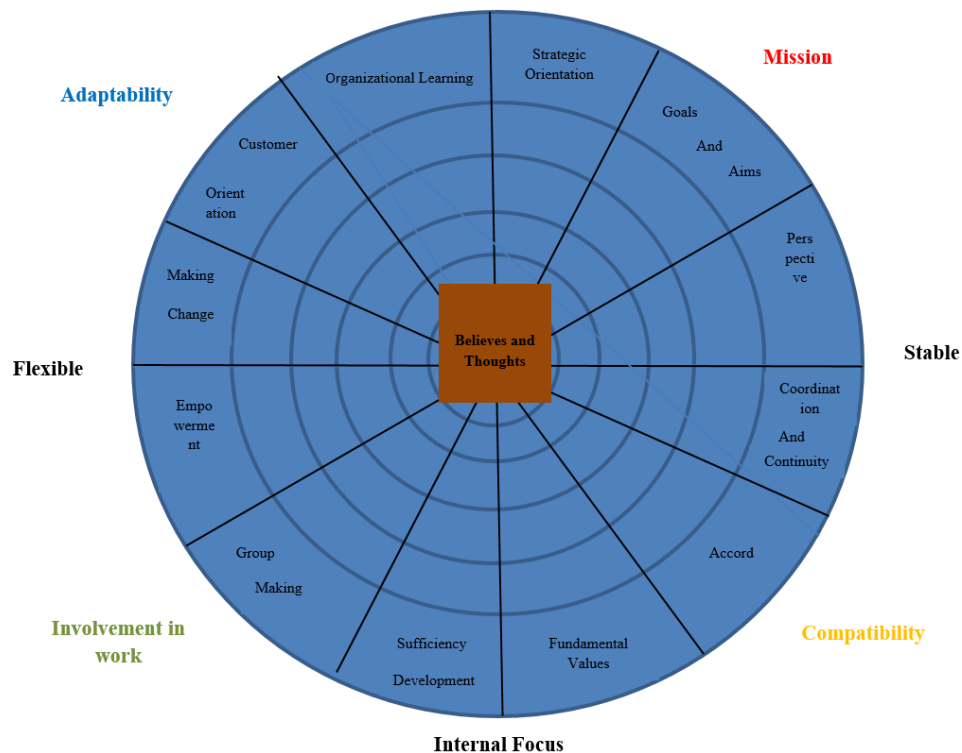


Figure (1): Denison's organizational culture model (Karimi, 2018)

Engaging in work (involvement)

Effective organizations empower their people, they form organizations on the basis of working group axis, and develop human resource capabilities at all levels. The members of the organization are committed to their work and feel like part of the body of the organization. People at all levels feel that they have a role in decision making, and these decisions affect their work and their work is directly linked to the goals of the organization. In Denison's model, this feature is measured by three indicators:

- Empowerment: People have the authority, authorship and ability to manage their work. This creates a sense of ownership and responsibility in the organization.
- Group making: In the organization, teamwork is valued for reaching to common goals. In a way that makes employees feel like managers must be responsible in their workplace. These organizations rely on groups to get things done.
- Sufficiency capabilities: The organization continuously develops the skills of its employees in order to meet the needs and stay in the competitive scene. (The same source).

Compatibility (stability and consistency)

The researches have shown that organizations that are often effective are stable and consistent, and employee's behavior is derived from the fundamental values. Leaders and followers are skilled at reaching agreement (even when they have mutual and contradictory views) and organizational activities are well coordinated and attached. Organizations with such characteristics have a powerful and distinctive culture and have sufficient dominance on employee's behavior. In Denison's model, this feature is examined by three indicators:

- Fundamental values: The members of the organization share a set of values that form their identity and expectations.
- Accord: The members of the organization are able to agree on significant disputes. This accord or agreement includes both agreement at the nether level and the ability to reach agreement at other levels.

- **Coordination and consistency:** Organizational units with different functions can work very well together in order to achieve common goals. Organizational boundaries are not disarranged by such a working (The same source).

Adaptability

Organizations that are well consistent cannot be change easily. Therefore, internal consistency and external adaptability can be considered as an advantages and sort of superiority of these organizations. Compatible organizations are guided by customers, take risks, learn from their mistakes, and have the capacity and experience to make a change. They are constantly looking for improving the organization's ability due to valuing its customers. In Denison's model, this feature is examined by three indicators:

- **Making change:** The organization is able to create ways to meet the change needs and can identify the environment of the organization and respond to current stimuli and predict future changes.
- **Customer orientation:** The organization understands customers and responds to them and also seeks to meet the future needs in advance. In fact, customer orientation demonstrates the degree that organizations are guided towards customer satisfaction.
- **Organizational learning:** The amount of environmental signs that organizations receive, translate, and interpret, and measure the opportunities it creates to encourage creativity, knowledge style, and ability development (The same source).

Mission

Perhaps it can be said that the most important feature of organizational culture is mission and its commission. Organizations that do not know where they are and what their current position is usually go astray. Successful organizations have a clear understanding of their goals and strategic orientations, in a way that they define organizational and strategic goals and draw the perspective of the organization. In Denison's model, this feature is examined by three indicators:

- **Strategic orientation:** clear strategic orientations show the direction of organizational goals and each person can participate in that sector (industry).
- **Goals and aims:** Goals are linked to the strategy, mission and perspective of the organization and also determine the direction of individuals' work.
- **Perspective:** The organization has a common perspective about the future. It expresses the fundamental value, wins over the thought and heart of the human resource and at the same time determines the direction (The same source).

Ethics and organization

Akhlagh is the plural of khologh or kholge term and means religion, nature and personality. The truth is the internal face of man. The word includes both good temperaments such as truthfulness and bad temperaments such as lying. The term of morality (Akhlagh) refers to a set of carnal domains and stable spiritual attributes that are achieved gradually and existed during the repetition of action, in a way that by placing that state in the soul, action is done easily and without delay. The benefit of morality is to purify the soul from unpleasant attributes and to adorn it with good temparements, and this purification and arrangement is necessary for achieving happiness in this world and the hereafter (Asadzadeh Hir, 2015). Organizational culture consists of different elements from hidden cognitive elements as assumptions, values and beliefs to more obvious elements such as artifacts and patterns, operations and behaviors. In general, organizational ethics is the main essence of organizational culture on which the foundation of culture is based (Asadzadeh Hir, 2015).The success of today's organizations is their conversion into ethical organizations. A comprehensive approach for investing in organizations requires establishing ethical protections and considerations in decision-making, performance, profitability, and other strategic issues. Edgar Schein also summarizes three levels for organizational culture:

- Artifacts and innovations: This level includes all the phenomena that a person can see, hear and feel and like language, technology, rituals, stories, celebrations, this level is visible.
- Supportive values: It includes values about how things should be done or how a person should react and behave in a new situation. This level is less visible.
- Basic assumptions: It includes the ideas about how an organization should operate. For example, decisions in an organization should be made by people with great ideas or by the people who are in a high position. This level is not visible (The same source).

Today's organizations must be committed to creating and maintaining an "ethical organizational culture." This type of organizational culture has been gotten title "social glue" by one expert. Public organizations, both at the central and local levels, experience a lot of pressure to become more efficient and making change. Some experts consider "value-based management" as a suitable option responding to these pressures (Ashrafi Salim Kandy, 2017). Sevansson & Wood By presenting a model called the "PUBSEC" scale intersects the dimensions of ethical codes in public organizations into seven dimensions: philosophy and theories, labor environment, leadership responsibility, employee responsibility, equality, and involvement with publics, other ethical issues. According to Robbins & Judge ethical organizational culture carry common characteristics. These characteristics include high risk tolerance, low to moderate aggression and aggressiveness, focusing on tools in line with focusing on goals (The goal does not justify the tool), which are common to all of the ethical-oriented organizational cultures (Alavi, 2013).

Work ethic

Today, the discussion of work ethic has attracted more attention. Work ethic is an important aspect of an organization's culture and goes in a way that becomes a part of an organization's strategy. Understanding the concept of ethics in general and in its specific meaning in business, is the basis for existing and maintaining an ethical system in society and consequently in organizations. Conceptual ethics are very expansive. Orwig believes that traditional values and religious requirements can create a deep confidence in a person that his behavior is moral. These values and requirements encompass not only one's profession-related activities, but all aspects of one's life. On the other hand, the quality of a product or service indicates the extent of the needs' customer that should be met. In addition, as Stainer and Stainer point out, ethical behavior of management are shaped by five main factors: the state and condition of the business; the task to be performed; colleague group; method of leadership; and past experience. Furthermore, the external environment as well as the community's perception of the organization is very important and influential. It should also be noted that customers and manufacturers' deduction from ethics may be different from each other (Alavi, 2013). The main reasons that make organizations emphasize on ethics are as follows: the role of ethics as part of organizational strategy and management of the organization; the impact of ethics consideration in creating a proper image of the organization; enforcing laws and regulations; the role of ethics as a special knowledge for reducing social unrest and concerns (Asadzadeh Hir, 2015).

Ethical responsibilities

The word ethics (Akhlagh) has two distinct uses: sometimes it means perpetual habit and behavior, and sometimes it means knowledge that discusses about good and bad behavior. One of the most important differences between humans and other creatures is human responsibility and moral behavior. Man is conscious, autonomous and responsible. Virtue and vice, happiness and cruelty all return to human responsibility. Ethical responsibilities are at least three types: Firm ethical responsibilities; Individual-personal ethical responsibilities; Individual-occupational ethical responsibilities (Khaki, 2018). The firm ethical responsibilities include all aspects and dimensions of the organization. The ethical responsibilities of the organization are based, firstly, on a holistic and systematic approach and, secondly, give a comprehensive and expansive definition of professional ethics. What is called moral depends on the level of moral behavior (Alavi, 2013).

Levels of ethical behaviors

To identify and consider ethical issues in the framework of (within the system) ethical decisions and behaviors, four levels can be considered:

Social Level

The largest part of what is considered as a moral behavior is derived from society. Today's managers and other employees work in a more transparent environment and their actions and behaviors are clearly visible in the sight of the public. Organizational decisions and behaviors are revealed by the mass media and many influential groups. Communities are different because of their various values, traditions, ideologies, and tendencies in identifying or not identifying moral behaviors. In fact, culture, which is created from social relations in certain environments, can play a significant role in accepted and ethical decisions and behaviors. (Ashrafi Salim Kennedy, 2017).

Legal Level

The largest part of what society interprets as moral and legal behavior is derived from the laws confirmed by the competent authorities. Laws are very similar to the standards and values of society, because what it turns into law must logically be derived from the values and culture of society. In any case, it is not correct to believe that the behavior based on the law is always moral; that's why many behaviors are rightfully interpreted by legal authorities, but members of society and the public view them as immoral (The same source).

Organizational level

The organization can distinguish moral behavior from immoral behavior by relying on its employees and instructions. Organizations use different approaches to settle the principles of ethics, such as teaching ethics, creating ethical committees, and formulating ethical standards in organizations. The most prominent factor in the development of ethical behavior is the commitment and real participation of managers (The same source).

Organizational level

Despite social, legal, and organizational interpretations of what is moral, many people make decisions and behave according to their personal values. An effective factor that can lead people to moral behavior is the existence of high standards of morality in individuals that make individuals to consider values such as respect for human rights and dignity. If people are placed in a low degree on moral standards, legal restrictions can make them less likely to develop moral behavior (The same source).

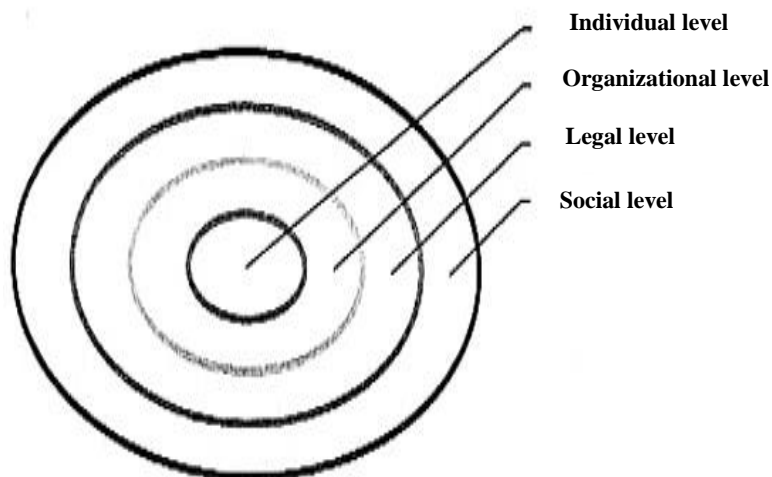


Figure (2): Levels of Ethical Behaviors (The same source)

The important point for organizational levels is that the decisions made at these levels should not contradict with the positive values of the social level and even some of its criteria and ethics should be related to the values that are more developed. Otherwise, the contradiction between these two levels causes organization with an introverted view and away from any social components and norms, pave the way for organizational employees to be placed at moral and behavioral duality in the organizational,

social and even individual and its adverse effects will appear in the community and organization in the long period of time (The same source).

Models of professional ethics and ethical decision making

Barthels model

The first model of professional ethics was introduced in 1967 by " Barthels". He incorporated the following concepts into his model by considering assumptions: Ethics is the criterion for determining the correctness of behavior. Social interaction is the domain in which moral judgment takes place. Economic and non-economic structures affect individual behavior. Expectations from individual role include individual's moral behavior. Social rules are the basis of moral judgment more than technical requirements. By considering of these concepts in mind, Barthels proposed a model that includes several matrices. These matrices consist of different variables, including the matrix of "cultural influences", "non-economic factors", and "role expectations" and relate them to each other. It then places these factors together into a matrix. Barthels finally introduced the "threshold of moral sensitivity" as an important factor in his moral model.

Rast model

This model explains how the various cognitive structures and processes at the heart of the ethical decision-making process combine to create one's moral behavior. He presents the four main and internal components of the ethical decision-making process.

Ferrell and Gresham model

These two presented a contingent decision-making framework that its basic factors are: Cognitive structure of the individual: knowledge, values, beliefs, mindset and tendencies, special people in the organizational environment: managers, supervisors and colleagues, situational conditions of an action. They designed a model to determine the effective factors on ethical decision making for all units of an organization and acknowledged that the observed differences in ethical decision making are not accidental.

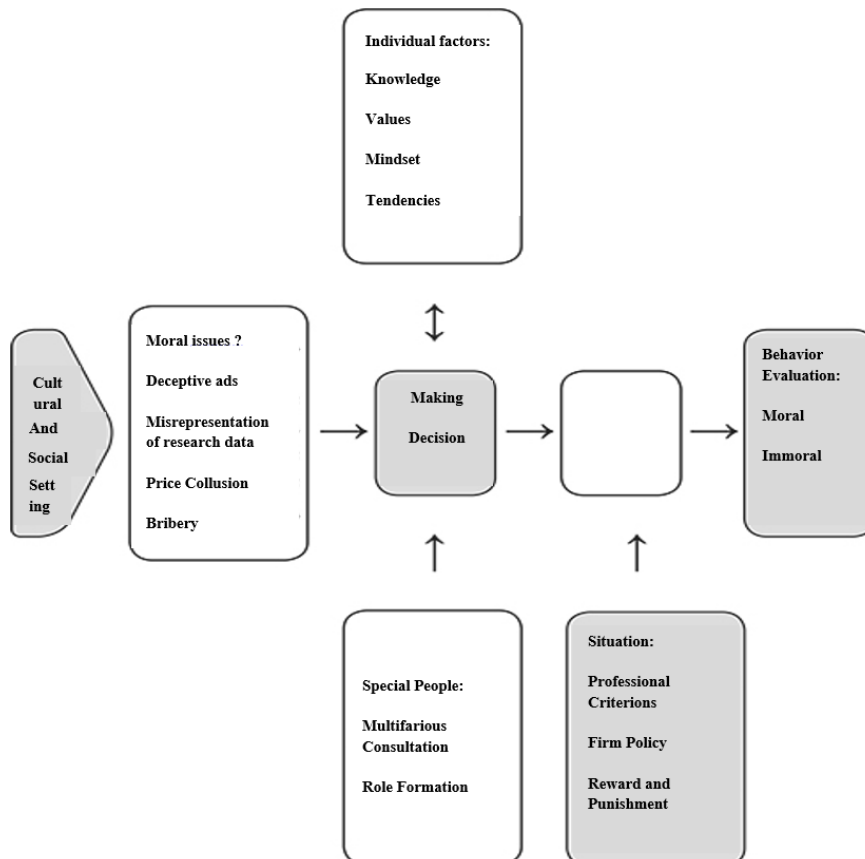


Figure (3): The contingent Ethical Decision-Making Model of Ferrell and Gresham model

Organizational Health

The Concept of Organizational Health

The term organizational health was first suggested by Miles in 1969 to study the organizational climate. According to Miles, a healthy organization is a structure that constantly uses its capability in order to survive and overcome problems over a long period of time. It was in 1987 that Hoy first used and developed the term health with a new list instead of the term climate. This was the beginning of organizational health lists that permits the study and measurement of school organizational health. A healthy organization is an organization that is able to achieve its human goals and objectives in order to survive, to recognize the obstacles it faces while achieving its goals, and to overcome these obstacles. (Taheri Goodarzi et al., 2016). According to Brown, the World Health Organization defines health as health as a state of physical, mental, and social well-being, not merely the absence of disease.

Definitions and dimensions of organizational health

Miles believes that organizational health refers to the permanence and survival of the organization in its environment and adaptation to it and the promotion and expansion of its ability to further compatibility (Taheri Goodarzi et al.,2016).Furthermore, the Institute for Organizational Health Diagnosis and Improvement (2000) defines organizational health as the ability of an organization to perform its duties adequately and effectively, to change appropriately, and to grow and develop from within. Hoy & Feldman (1996) believe that organizational health is the ability of the organization to maintain survival and to be compatible with the environment and to improve this ability. They classified the dimensions of organizational health into three levels and seven dimensions as follows (Table 2):

Table (2): Levels and components of organizational health from the perspective of Hoy & Feldman (1996)

Institutional Level	Institutional Unity
Administrative Level	Manager's Influence
	Consideration
	Construction
	Resource Support
Technical Level	Spirit
	Scientific emphasis

The following statements relate to a brief description of the levels and dimensions of the table above:

- ❖ Institutional level: connects the organization with its environment:
 - Institutional unity: The ability of an organization to adapt to its environment in a way that maintains its unity, cohesion and integrity.
- ❖ Administrative Level: Examines and manages the internal management of the organization:
 - Manager's Influence: The ability of the organization's manager to influence his superiors, to encourage them to pay more attention to the organization, not to face with hierarchical administrative barriers and not to be dependent on superiors.
 - Consideration: The behavior of the manager leadership that is open, friendly, supportive and cooperative.
 - Construction: The behavior of the manager in determining relations and working relationships with employees.
 - Resource support: Providing basic materials and supplies of the work related to the organization and employees due to doing activities effectively.
- ❖ Technical level: Produces a product or service:
 - Spirit: Refers to the friendly collective sense, openness and mutual trust between the organizations.
 - Scientific emphasis: The extent that the organization looks for scientific and cultural superiority and strives to achieve it. (Ali Akbari and Ramezani, 14:2012).

Table (3): Miles' suggested lists of ten dimensions for organizational health (Eskandari, 1999)

Duty Needs	1- Goal focus: Goals are clear, transparent, acceptable and achievable for members. 2- Communication Worthiness: Distorting communication freedom quickly produces feelings of pain and stress. 3- Equality of Power: The distribution of influence is relatively equal, the subordinates can dominate the superiors and they can also influence the superiors.
Survival Needs	1- Resource utilization: Employees are hired effectively so that they are neither overwhelmed nor unemployed. In other words, there is no contradiction between employees' needs and the organization's expectations. 2- Unity and cohesion: Members are attracted to the organization and want to stay in it and are under the influence of the organization. 3-Spirit: Organization shows a general sense of satisfaction, well-being, and group success.
Growth and development needs	1- Innovation: The organization tends to discover new procedures and move towards new goals. 2- Independence: The organization does not respond passively to the demands of the environment and shows a kind of independence from the environment. 3- Compatibility and Adaptability: The organization has the ability to make corrective changes for growth and development. 4- Problem solving competence: Problems are solved with minimal effort and energy.

Research methodology

The current study is a qualitative-quantitative research and an applied-exploratory study. This research was done in the following two general phases: Phase 1 (qualitative): Designing a process model of ethics-oriented organizational culture with an approach to strengthening organizational health based on the qualitative methodology of foundation data theory. Phase 2 (quantitative): Fitting and explaining the process model of ethical-oriented organizational culture with the approach of strengthening organizational health based on the method of structural equations. The statistical population of this research in the first phase was group of experts in the field of human resources including university professors and senior managers of governmental organizations and prominent consultants were selected and interviewed deeply. In the second phase of the study, all governmental employees in Hamadan were considered as a statistical population. According to the statistics obtained from provincial government (in the winter of 1398), the number of this community was equal to 4500 people. According to Krejcie and Morgan's table, for a community with this mass, at least 350 statistical sampling were needed. Data collection instruments in the qualitative phase of the research: In-depth and unstructured interviews and data collection tools in the quantitative phase of the closed and researcher-made questionnaire consisted of 42 items that were designed based on the initial conceptual model. In the present study, in order to evaluate the validity of the instrument, face validity method, content validity (confirmatory factor analysis) and CVR method were used. According to the number of specialists, the items which its CVR was calculated to be more than 0.62 were confirmed.

In the current study, in order to evaluate the (reliability) of the questionnaires, the "Cronbach's alpha" method was used. After collecting the questionnaires and performing the necessary calculations to perform the above method, it was found that the reliability of all variables is more than 0.7, and therefore the reliability of the questionnaire was confirmed from this perspective:

Table (4): Reliability of the questionnaires examination

Variable	Cronbach's alpha coefficient	Reliability Status
Employees' family culture	0.862	confirmation
Employees' religious beliefs	0.751	confirmation
The relationship of employees and managers of the organization with each other	0.804	confirmation
organizational health	0.794	confirmation
Employees' perception of organizational justice governing the organization	0.816	confirmation

Transparency of organizational processes	0.744	confirmation
Ethical policy making of the organization	0.729	confirmation
Employees' ethics orientation	0.837	confirmation
Community pressure and desire to implement social responsibilities	0.881	confirmation
Being a role model of managers	0.780	confirmation
In-service training	0.759	confirmation
Punishment and reward systems	0.717	confirmation
Stakeholders' satisfaction	0.849	confirmation
The whole of questionnaire	0.814	confirmation

In general, in the present study, according to two main phases of the research, two different methods of data analysis will be applied, for each of which the important explanations are provided. It is worth mentioning that due to the less known method of foundation data theory method, a more comprehensive explanations have been provided in this domain: 1- The method of data analysis in the qualitative phase of the research: (Foundation data theory): In this phase, To design a process-based model of ethics-oriented organizational culture with the approach of strengthening organizational health, the qualitative method of foundation data theory was used. 2- The method of data analysis in the quantitative phase of the research: Structural equation modeling in the second phase of the research was used due to fitting the model through the method of Structural equation modeling and LISREL software.

Data analysis

Results of the qualitative phase of the research: design of an initial conceptual model

This stage of analysis was dedicated to identifying and interpreting and eliciting the basic concepts from the content of the interviews. Accordingly, after each interview, the researcher, by reviewing it several times, interpreted and coded the concepts in the text of the interview. Totally, 9 interviews were conducted and 109 initial concepts were elicited and interpreted. After reviewing and juxtaposing them and removing duplicate concepts, 42 final concepts were identified, which can be seen in Table 5. (It should be noted that the codes next to the concepts include a Latin letter and a number. The Latin letter (in alphabetical order) indicates the person being interviewed, and the numbers next to this letter indicate the concept number extracted from that particular interview.

Table (5): Ultimate Concepts after analyzing interviews and removing repeated cases in open coding stage

Code	Concept
A ₁ , B ₄ , E ₆	The importance of community satisfaction for the employees of the organization
A ₂ , B ₉ , G ₅	The clarity of the decision-making process in the organization
A ₃	Employees' bound to the ethical culture that governs the family
A ₄ , F ₂	The clarity of work and legal processes in the organization
B ₁ , F ₈ , I ₇	The inner desire of employees to work in the organization
A ₅ , E ₄	Sensitivity of the organization's strategists on observing and considering ethical principles in the policy-making process
G ₁₀	Existence of punitive items in the organization for departing from ethical principles
A ₆ , C ₁₀ , I ₄	Considering ethical principles as a basic indicator in various current evaluations in the organization
B ₂ , D ₈	The managers of the organization should have more sensitivity and emphasis on ethics
C ₁ , F ₉ , G ₄ , H ₄	Friendly and respectful relationship of employees' organization with each other
A ₇ , D ₇ , G ₃	Employees believe in the religious doctrine that "whatever you like for yourself, like for others, and vice versa."
A ₈ , C ₈	The extent of employees' perception about the positive and ethical climate governing the organization
B ₃	Employees try to improve the performance of the organization
A ₉ , C ₁₁ , E ₁₀	Holding courses on work ethic for employees of the organization
A ₁₀ , G ₂ , H ₉	The importance of customer satisfaction for the employees of the organization

B ₅ , F ₄ , I ₆	Employees believe that God controls the actions
A ₁₁ , B ₆ , F ₆	The importance of the government and the system satisfaction for the employees of the organization
A ₁₃ , C ₆ , E ₃	Lack of focus on decision making
D ₁₁ , E ₂	The community expects the organization to help with employment and deprivation
B ₇ , E ₁₃	Employees' family teachings regarding ethics
D ₁ , F ₃ , H ₇	Employees strive to provide a positive image of the organization in the community
C ₃ , F ₁₀ , G ₈ , H ₁	The extent of employees' perception of the constructive and dynamic climate governing the organization
A ₁₄ , D ₄	Dependence of the organization's employees on ethical principles
B ₁₁ , D ₆ , F ₁	Holding periodic classes on reverencing the client for the employees of the organization
E ₁ , G ₉	Responsibility of employees
A ₁₂ , C ₉ , H ₃	Managers of the organization promote and foster ethics with their practical actions and behavior
B ₈ , C ₂ , G ₇	The extent of employees' perception from justice governing the payroll and benefits system in the organization
F ₇ , H ₅	The community expects the organization to protect the environment
B ₁₀ , F ₁₁	Holding courses on Islamic ethics in business for the employees of the organization
F ₁₂ , H ₈	Employees' perception from the sympathy and concern of managers and supervisors for them
C ₅ , D ₉ , I ₅	Open and constructive communication between members of the organization
A ₁₅ , C ₁₄ , E ₉ , H ₆	Managers of the organization promote ethics in their speech
E ₈ , G ₁₁ , H ₂	The quality of the mutual relationship between the employees of the organization and the managers
C ₄ , D ₂	Holding courses regarding organizational citizenship behavior for employees of the organization
A ₁₆ , C ₁₅ , G ₁ , I ₂	The importance of the organization future for employees
B ₁₂ , D ₅	The importance of shareholders satisfaction for the employees of the organization
B ₁₃ , E ₇	Compassionate relationship of the organization's employees with each other
C ₇ , D ₁₀ , G ₁₂	Existence of incentive items in the organization to encourage ethical principles
C ₁₂ , E ₁₁ , F ₁₃	The culture of enjoining the good and forbidding the evil existence among the employees of the organization
C ₁₃ , E ₁₂ , I ₃	Employees believe in punishment of immorality in this world and the hereafter
I ₁	Society expects the organization to strive for national interests
D ₃ , E ₅ , F ₅ , G ₆	Employees' hope for improving their employment status in the future

At this stage, an attempt was made to create more general classification called "categories" by paying deep attention to the identified concepts and identifying their similarities and differences with each other, and to embed the similar concepts in these more general categories. The result of this process was the identification of 13 main categories that can be seen in Table 4-2 along with the relevant concepts:

Table (6): Identified categories along with the relevant concepts

Line	Category (Axial Coding)	Concept (open coding)
1	Employees' family culture	Employees' family teachings regarding ethics
		Employees' dependence on the ethical culture governing the family
2	In-service trainings	Holding courses on work ethic for employees of the organization
		Holding courses on Islamic ethics in business for the employees of the organization
		Holding periodic classes on reverencing the client for the employees of the organization

		Holding courses regarding organizational citizenship behavior for employees of the organization
3	Community pressure and desire to implement social responsibilities	The community expects the organization to protect the environment
		The community expects the organization to help with employment and deprivation
		Society expects the organization to strive for national interests
4	The relationship of employees and managers of the organization with each other	Friendly and respectful relationship of employees' organization with each other
		Compassionate relationship of the organization's employees with each other
		The quality of the mutual relationship between the employees of the organization and the managers
		Employees' perception from the sympathy and concern of managers and supervisors for them
5	Stakeholders' satisfaction	The importance of customer satisfaction for the employees of the organization
		The importance of shareholders satisfaction for the employees of the organization
		The importance of community satisfaction for the employees of the organization
		The importance of the government and the system satisfaction for the employees of the organization
6	Transparency of organizational processes	The clarity of the decision-making process in the organization
		The clarity of work and legal processes in the organization
7	Employees' religious beliefs	Employees believe that God controls the actions
		Employees believe in punishment of immorality in this world and the hereafter
		Employees believe in the religious doctrine that "whatever you like for yourself, like for others, and vice versa".
8	Employees' ethics orientation	Dependence of the organization's employees on ethical principles
		The culture of enjoining the good and forbidding the evil existence among the employees of the organization
9	Organizational Health	The inner desire of employees to work in the organization
		Employees' hope for improving their employment status in the future
		Open and constructive communication between members of the organization
		Lack of focus on decision making
		Responsibility of employees
		The importance of the organization future for employees
		Employees try to improve the performance of the organization
Employees strive to provide a positive image of the organization in the community		
10	Employees' perception of organizational justice governing the organization	The extent of employees' perception from justice governing the payroll and benefits system in the organization

		Employees' perception of justice governing interactions and relationships within the organization
		Employees' perception of justice governing the policies and procedures governing the organization
11	Ethical policy making of the organization	Sensitivity of the organization's strategists on observing and considering ethical principles in the policy-making process
		Considering ethical principles as a basic indicator in various current evaluations in the organization
12	Punishment and reward systems	Existence of incentive items in the organization to encourage ethical principles
		Existence of punitive items in the organization for departing from ethical principles
13	Being a role model of managers	Managers of the organization promote ethics in their speech
		Managers of the organization promote and foster ethics with their practical actions and behavior
		The managers of the organization should have more sensitivity and emphasis on ethics

At this stage of the analysis, the main step was to place (placement) the identified categories on the paradigm model. In the following, each of the dimensions of paradigm model will be discussed and the categories related to each are introduced: **1. the main (axial) category:** In this research and according to the identified goals and categories, the category of "Employees' ethics orientation" was considered as the main and axial category. **2. Causal conditions:** The categories related to this dimension were determined as follows: The relationship between employees and managers of the organization with each other: This category refers to the relationship between employees and managers of the organization. Employees' family culture: This category refers to the culture that employees come from. Employees' religious beliefs: This category refers to the level of employees' religious beliefs and their dependence on these beliefs. Organizational health: This category refers to open and constructive organizational communication, lack of focus on decision making, responsibility of employees, employees' work motivation and employees' organizational commitment.

Employees' perception of organizational justice governing the organization: This category refers to the level of employees' perception to the existence of organizational justice (procedural, communicative and distributive) in the organization. **3. Background:** In this research and according to the identified goals and categories, the categories of "transparency of organizational processes" and "ethical policy-making of the organization" were considered as background categories. **4. Environmental conditions:** In this study and according to the identified goals and categories, the categories of "community pressure and desire to implement social responsibilities" and "being a role models of managers" were considered as environmental categories. **5. Strategies:** In this research and according to the identified goals and categories, the categories of "in-service training" and "punishment and reward systems" were considered as strategic categories. **6. Consequences:** In this study, and according to the identified goals and categories, the category of "" was considered as a consequence category. The next step was to place the categories in a paradigm model, which it paved the way for identifying the conceptual model of the research. The main structure of this model can be seen in Figure 3.

Collected data and information are raw resources that must be analyzed and described with appropriate instruments in order to transfer their practical information load. In the researches in which statistical hypotheses are presented, the most appropriate means for analyzing the obtained information and data are statistical analyzes. By statistical analysis, we can test the hypotheses and determine the relationships between the research variables. In the following at first the descriptive statistics regarding demographic variables related to the statistical sample as well as the main variables of the research will be discussed. In the following sections, confirmatory factor analysis of each research variable, fitting the research model and testing the hypotheses are on the agenda and will be considered.

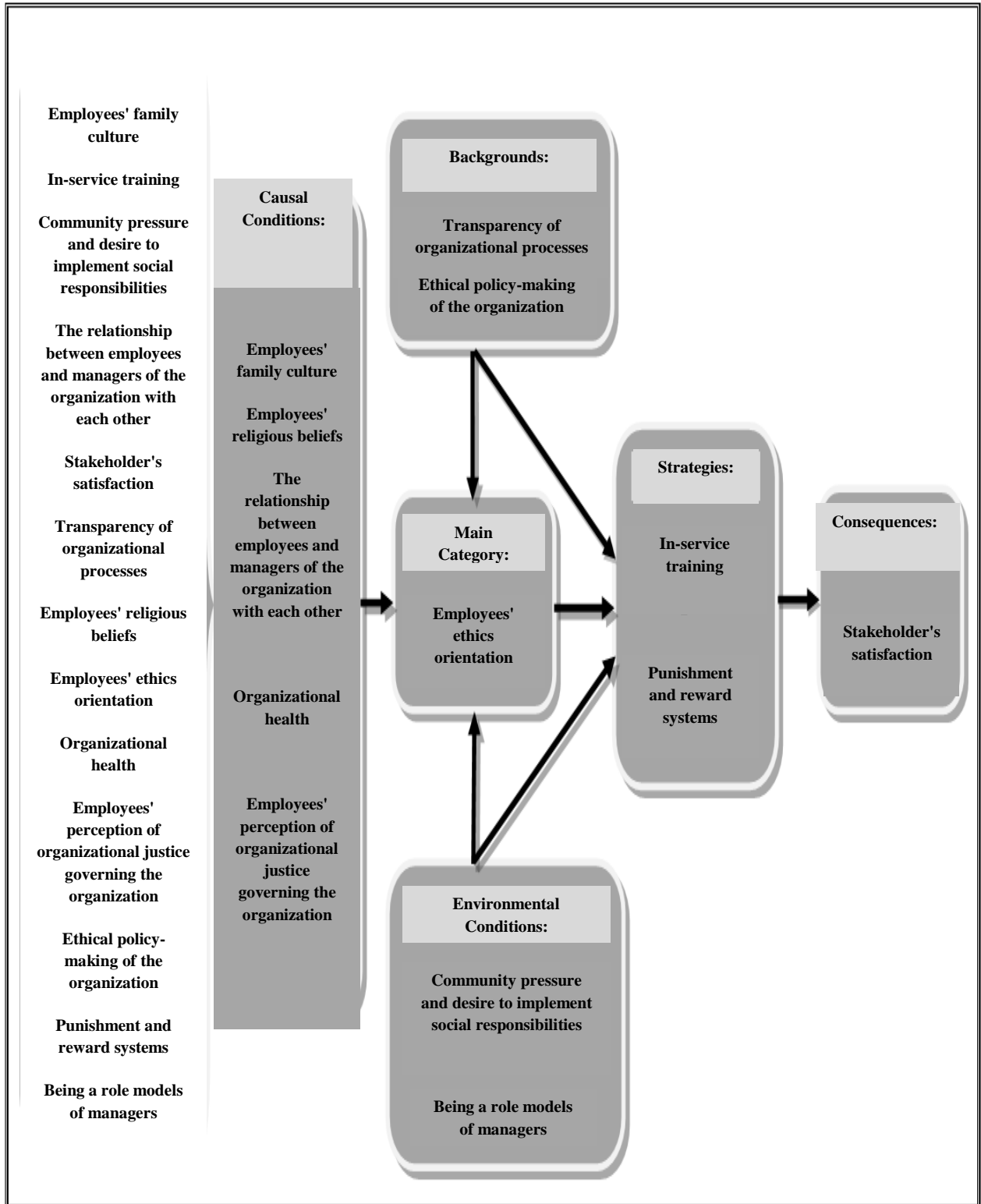


Figure (3): The Research Conceptual Model

Obtained results from the quantitative phase of the research: testing the hypotheses and fitting the model

Two –level factor analysis (total variables in the form of one model)

The following figures show the two-level factor analysis (total variables in the form of one model) in standard and meaningful mode:

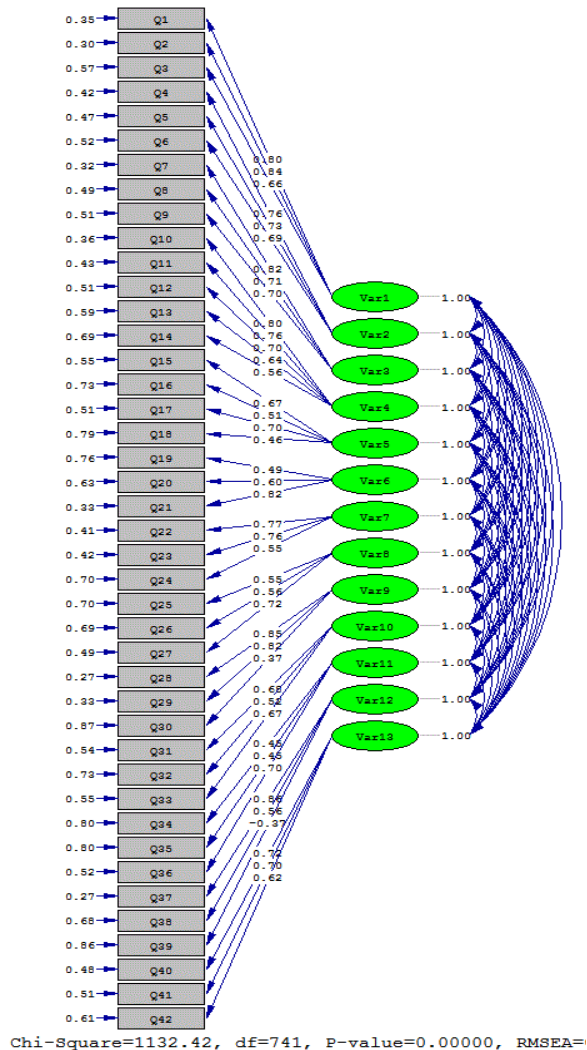


Figure (4): two-level factor analysis of total variables (standard mode)

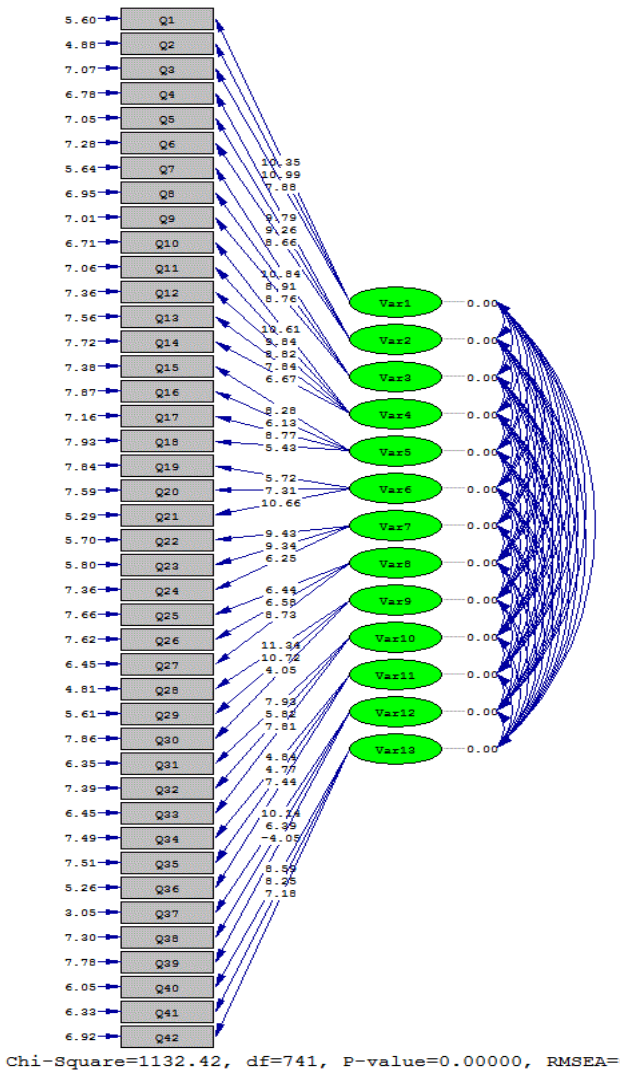
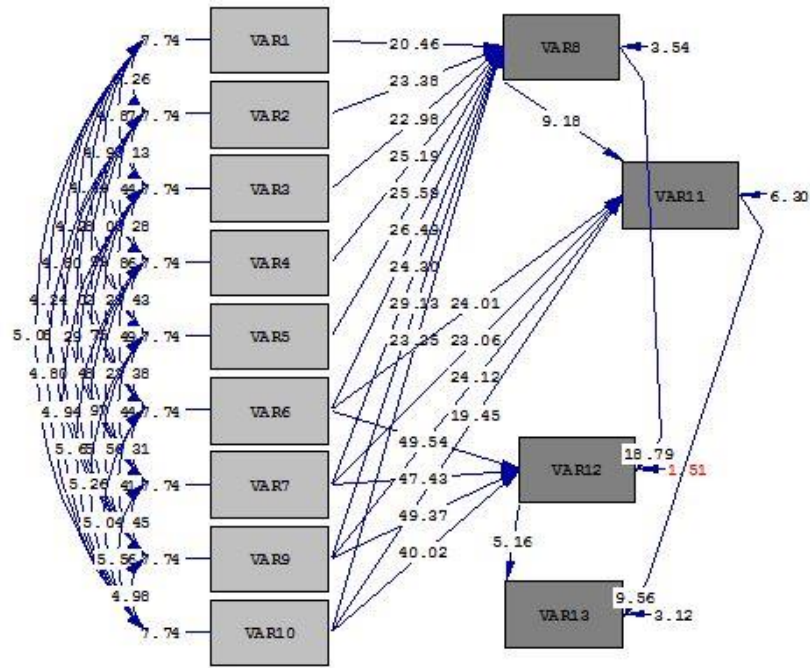


Figure (5): two-level factor analysis of total variables (Significant mode)

Fitting total model (significant coefficient of Z (t-values quantity))

Several criteria are used to examine the fit of structural models that the first criterion for measuring the relationship between structures in the model is the criterion of significant numbers t or t-values; And the numbers should be either more than (+1.96) or less than (-1.96) in order to confirm the accuracy of the relationship between the structures and research hypotheses at the 95% reliability level. Of course, it should be noted that the numbers t only indicate the correctness of the relations and the intensity of the relationship between the structures cannot be measured with them.

The significance coefficients of the model paths indicate that whether the research hypotheses are significant or not. If the significance coefficient of the path between the two variables is more than +1.96 or less than -1.96, it indicates that the effect of those two variables is significant at the 95% reliability level and the hypothesis is confirmed. The following table summarizes the significance coefficients and the described results of the hypotheses:



Chi-Square=42.30, df=21, P-value=0.00001, RMSEA=0.028
 Figure (6): Fitted research model along with significant coefficients of Z (t-values)

Table (7): Results of the hypothesis model test

Hypothesis	Significant	Result
Employees' family culture has a significant effect on employees' ethics.	20.46	Confirmation
Employees' religious beliefs have a significant effect on employees' ethics.	23.38	Confirmation
The relationship between employees and managers of the organization with each other has a significant effect on employees' ethics.	22.98	Confirmation
Organizational health has a significant effect on employees' ethics.	25.19	Confirmation
Employees' perception of organizational justice governing the organization has a significant effect on employees' ethics.	25.58	Confirmation
Transparency of organizational processes has a significant effect on employees' ethics.	26.49	Confirmation
The ethical policy-making of the organization has a significant effect on employees' ethics.	24.30	Confirmation
Community pressure and desire to implement social responsibilities has a significant effect on employees' ethics.	29.13	Confirmation
Being a role model of managers has a significant effect on employees' ethics.	23.25	Confirmation
Transparency of organizational processes has a significant effect on in-service trainings.	24.01	Confirmation
Transparency of organizational processes has a significant effect on punishment and reward systems.	49.54	Confirmation
The ethical policy-making of the organization has a significant effect on in-service trainings.	23.06	Confirmation
The ethical policy-making of the organization has a significant effect on punishment and reward systems.	47.43	Confirmation
Employees' ethics orientation has a significant effect on in-service training.	9.18	Confirmation
Employees' ethics orientation has a significant effect on punishment and reward systems.	18.79	Confirmation
Community pressure and desire to implement social responsibilities has a significant effect on in-service training.	24.12	Confirmation
Community pressure and desire to implement social responsibilities has a significant effect on punishment and reward systems.	49.37	Confirmation
Being a role model of managers has a significant effect on in-service training.	19.45	Confirmation
Being a role model of managers has a significant effect on punishment and reward systems.	40.02	Confirmation

In-service trainings have significant effect on stakeholder's satisfaction.	9.56	Confirmation
Punishment and reward systems have a significant effect on stakeholder's satisfaction.	5.16	Confirmation

Conclusion and presenting suggestions

Discussion and examination of research findings

After obtaining the initial conceptual model and ensuring the structure of the model it was necessary to test the internal relations of the above-mentioned model by using quantitative methodologies. In order to do this and according to the hypothetical relationships in the model, 21 hypotheses were formed and in the quantitative phase of the research, the accuracy of these hypotheses is examined. In order to fit the conceptual model of the research, it was necessary to design and apply a suitable quantitative methodology. In this way, a large statistical population was needed. Therefore, all of the governmental employees of Hamadan city were considered as a community and among them 350 people according random stratified sampling method with proportional division were selected as statistical sampling. Moreover, according to the research model and its formed conceptual structure, a questionnaire containing 42 items was prepared. Before the general distribution of the questionnaires, the validity and reliability of the questionnaire were ensured in various ways, and after that, the general distribution of the questionnaire among the statistical population was done. After distributing and collecting the questionnaire and summarizing the obtained data, three software SPSS, LISREL and smartPLS were applied to perform the required statistical analysis. In this process, various descriptive and inferential analyzes were performed to clarify the status of the statistical sample, the validity of the variables' structures, fit the model and test hypotheses. These measures include descriptive analysis (mean, standard deviation, Skewness, Kurtosis), questions of questionnaire and variables. Kolmogorov-Smirnov test referred to determining the normality of data, testing adequacy of sample number, implementing confirmatory factor analysis (one-level) of single variables involved in the research model and implementing confirmatory factor analysis two-level, calculating Cronbach's alpha coefficient, examining hybrid reliability, convergent validity study, and path analysis. Accordingly, the final research model was explained in figure 7.

Executive suggestions based on research findings

According to the results of qualitative and quantitative phases of the research, and in order to promote ethical culture in government organizations, the following suggestions can be presented:

1. Always ethical, positive and constructive climate should be prioritized in the organization.
2. Always a sincere, compassionate and respectful relationship with employees in the organization should be occurred.
3. Always a sincere and respectful relationship among employees, their managers and supervisors in the organization should be taken placed.
4. Always managers and supervisors should behave compassionately and respectfully with their subordinates and employees in the organization.
5. Always God's constant supervision over the actions of human beings should be reminded for the employees and managers in the organization.
6. Always the punishment due to immorality in this world and in the hereafter should be warned to employees and managers of the organization.
7. This culture and ethical slogan should be distributed among the employees and managers of the organization that always whatever you like for yourself, like for others, and vice versa".
8. This culture and ethical practice should be distributed among the employees and managers of the organization that always strive to improve the performance of the organization.
9. This culture and ethical practice should be distributed among the employees and managers of the organization that always strive to promote a positive image of the organization in society.
10. Always a fair salary and benefits system in the organization should be designed and implemented.
11. Always interactions and relationships within the organization should be based on justice.
12. Always policies and procedures in the organization should be based on justice.
13. Always the decision-making process should be transparent and clear in the organization.

14. Always work processes should be transparent and clear in the organization.
15. Always payroll processes and the way of how to calculate them should be clear and transparent in the organization.
16. Always senior decision-makers should consider ethical principles in the policy-making process in the organization.

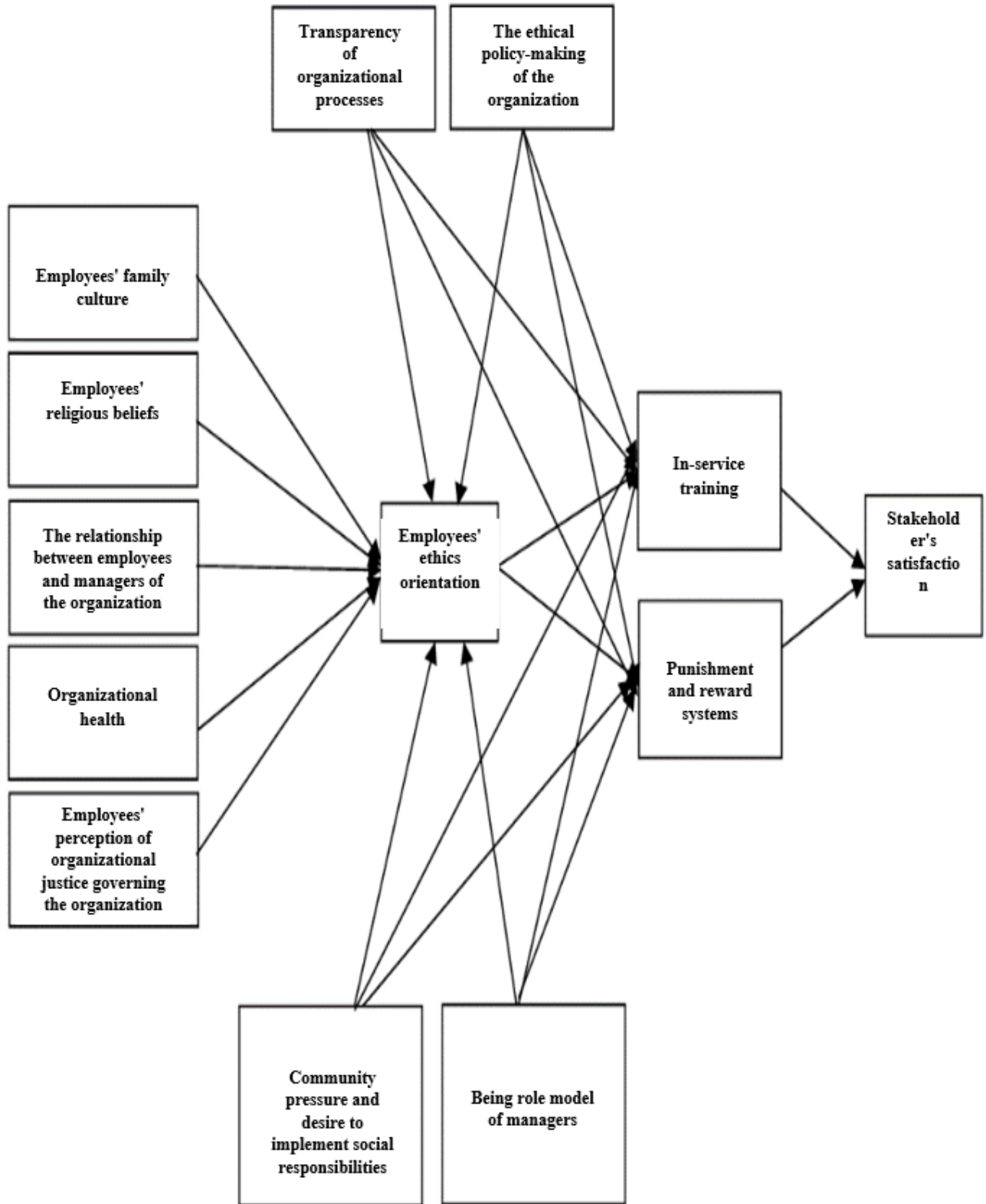


Figure (7): Research final model

Research limitations

In this section, the limitations of the research are presented in the form of two separate sections. One category refers to the limitations that the researcher faces with it in the implementation of process, and the other will refer to the inherent limitations of the research.

Research executive limitations:

The most important research executive limitations can be listed as follows: One of the most important research executive limitations in the qualitative phase and conducting in-depth interviews with experts was the coordination of scheduling interviews with experts. Because they all had busy executive and academic positions, this made coordination to a bit difficult. Another limitation that the researcher faced with in the implementation process was the distribution and collection of quantitative phase questionnaires in multifarious organizations.

Suggestions for future researchers

According to customary and, of course, appropriate method in all academic research, the researcher should make suggestions for future researchers at the end of the research process, based on the experiences gained in the research process and also according to the faced limitations. Therefore, the following suggestions are presented for future researchers in this field of study:

- It is suggested that the model obtained from this research be more complete in future research and other independent or mediating variables will be added to it. In the developmental process this helps to provide a valuable model in the domain of ethical organizational culture in governmental organizations.
- Moreover, future researchers are suggested to use other methods such as Delphi method, content analysis, etc. for the modeling phase, so that one of the main limitations of this research, which was time consuming, can be removed.
- In addition, future researchers are suggested to do the same research conducted in government organizations in private companies and institutions to gradually see the design and replacement of local and Iranian models instead of Western general models in the domain of ethical organizational culture. This is completely in line with the macro-policy of "Iranian-Islamic model progression", which has been repeatedly emphasized by the Supreme Leader.

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