

## **Knowledge Management Impact on Ethical Values Establishment in Organizations**

Sanaz Mazaheri

Phd Scholar in Education Administration, Young Researchers and Elite Club,  
Roudehen Branch, Islamic Azad University, Roudehen, Iran

**Abstract:** The fundamental premise of all of the values in organizations is the ethical values. These ethics help the establishment of the standards which can influence the individuals' guidance toward measures considered as optimal for the organization and bring about an organizational performance enhancement. Therefore, since knowledge management is seeking to establish a safe environment conjugated with innovation and creativity, cultural promotion in which moral values are of great significance is considered the first step taken toward the organizational sublimity. A sort of culture in which the organizational justice is regarded as the managerial occupational signboard, since indulging commitment in the staff members is only achievable through job satisfaction. Therefore, the justice culture and moral values establishment in an organization is the most important way to reach to the organizational objectives. Due to the same reason in the present study according to its being of a survey-analysis nature after the of the research problem is stated and the importance and the necessity of knowledge management concept is evaluated we will deal with knowledge management objectives and attributes, the role of culture in knowledge management, the role of knowledge management in the creation of values in organizations, the ethics and moral values development barriers in organizations, the methods of creating moral values in organizations, organizational justice, organizational commitment, job satisfaction, organizational moral values and organizational justice and moral behavior. And eventually we will be seeking to find an answer to this question that "how knowledge management can influence moral values creation in organizations?"

**Key words:** Knowledge management, ethics, moral values, organizational commitment, organizational justice

### **INTRODUCTION**

The today's dynamic and variable world is entering a knowledge-oriented economy. In such an economy, organizational knowledge and intellectual capital are among the most important organizational assets and are considered as the vital resources for the competitive advantage acquisition in an organization. Moreover, knowledge which is recognized as the highest and the most exalted form of the information should be managed in an appropriate way in order for the organization to be able to create competitive advantages. The today's prosperous and successful organizations are the ones that have created or acquired new and modern knowledge and they have converted it to applied methods in order for their activities to be improved. They have enjoyed innovative and modern methods for their structural and performance reformations and as a result they have been able to manage their knowledge appropriately and effectively. Due to this reason they can be regarded as role-models and pacemakers. But in the mean while one of the factors for reaching to such a successful organization

is the moral values consideration the scope of which stretches to all of the areas including the knowledge management and organizational performance.

Marco and Art (2009) believe that the efficient knowledge creation and transfer requires the existence of a specific structure inside the organization. The internal organizational structure can be encouraging or hindering knowledge management. The knowledge creation and transfer requires the existence of an organizational culture in which the individuals and groups tend to cooperate with one another and share their knowledge in alignment with their mutual interests. Danport and Prosak believe that in leading organizations knowledge management contributes to the knowledge sharing culture between the staff members and it creates value in the organizations via the human capital transformation to the organization's systematized intellectual asset. Due to the same reason, having loyal and industrious staff is one of the most resilient features of the organizational resources for the availability and acquisition of which there should be investments and efforts spent. The feeling of loyalty creation necessitates trust creation and transparency. In

fact, loyalty can be regarded as the third stage after trust and transparency creation; via such explications, getting access to such a stage in relation to the staff members requires programming and control in its proper implementation. On the other hand, loyalty is enumerated as the industriousness prerequisite and the infrastructure. Those of the staff have the sufficient motivation for being industrious who realize themselves as the contributors to the organizational activity and output and consider themselves as one of the apexes of the above-mentioned triangle in a transparent and trustable space. It is in this case that the organizational commitment can be facilitated as one of the moral values. In fact, those employees who find themselves in a quite perfectly just environment will be satisfied with their functions and job performances and regard themselves accountable for the organizational progress and the organization perse and they take steps toward the organizational objectives advancement it is in this case that there can be made clear announcements and assertions of the moral values prevalence and governance.

#### **PROBLEM STATEMENT**

Every organization's ethics are indicative of its values and beliefs and collectively they are assertive of the culture prevalent in it. The generally accepted moral theories identification from one hand, preserves the organization persistence and eloquence and from the other hand, guides the managers regarding the policy-making and careers related to the human resources improvement and development. Ethics provide the individual or the organization with the power to be self-controllers and self-improvers. The ethics in the social system which is individually-based constructed is capable of enhancing the individual's respect and it simultaneously provides the individual with increasing independency to be innovative. The first step in ethics development is to avoid deprivation, injustice and conflict feelings. The creation of an environment based on meritocracy and performing team works and respect will guide the organizations and the communities to the creation of ethics and moral values. Understanding what behaviors transform into self-control and self-improvement is the most important point of the creation of such a development. It is in this case that such a management finds itself in need of a broad view, patience, perseverance and inclination towards sharing things with personnel. From the many of the managers and employers' point of view the mindset denoting sharing things with the personnel is unacceptable but for those of us seeking to find a novel managerial system

based on sharing equality and power seems useful. This type of management offers a novel moral value in order to enhance the personnel's quality of life and reputation and in the meantime increases efficiency and justice in the society and the organization (Chang and Lin, 2008).

For the same reason, commitment to real participatory authority concession necessitates the existence of a system in the organization which purposefully focuses on the individual's respect and enhancement. Such a system sets the ground for all of the personnel's participation and organizes the organization in a manner that every employee receives rewards for his or her participation value. The ultimate goal here is to assign each individual an economical power as a proprietor and as an employee and reduce the organization and the society costs accordingly.

Therefore, knowledge management duty is to establish a culture in the organization under the shade of justice that all of the individuals commit themselves to moral values: commitment to one's responsibilities and duties without paying attention to the other's supervision, loyalty to organizational objectives, industriousness and so forth. Due to this reason in the present study we are seeking to survey the knowledge management effect on the moral values establishment and creation in an organization.

#### **PROBLEM IMPORTANCE AND NECESSITY**

Organizations can choose various ways and methods to reach success and to be accountable and they are faced with a greater many of the challenges and detours as well. Management is nothing less than and no more of a thing but to find and realize the organization's success paths and planning and programming for creating opportunities, increasing the facilitating factors and removing the barriers and curbing, reduction or obviation of the threats. Some of the main and effective factors on the organizations success are the proper and effective human resources, technical knowledge and technological potential, credit financial resources, human resources internal motivation, customer satisfaction, optimum market shares and niches, organizational participation, competitive advantage and technological potential. The role played by these factors in the organization success is not always identical; rather, the weight and the significance of each of these factors is associated with the organization's identity and status (ideal, objectives, profession, industry, environment and so on). These factors generally play a facilitating role. As a specimen, the increase in an organization's competitive advantage enhances its competition potential and this ultimately

facilitates the organization success. Therefore, success in an organization is a result of the creation and application of the morality and ethics management system. Organizational ethics are started from trust creation. The more the organization, programs and managers (senior, middle and junior) are trusted by the others the commitment to the organization and the duties and responsibilities as well would be more. In fact, trust creation leads to the organizational potential increase in responding to the environmental needs and the general organizational power and potential will also be increase accordingly. In Fukuyama's idea trust is an expectation which occurs in a society with regular, honest behaviors and from the behaviors based on cooperation, common norms and orders between the society members.

On the other hand, success barriers are a lot. Organization internal tensions, wastages, negative energy and the environmental threats are among the most important ones. The more the organization is bound to the internal tensions and the more the organizational behaviors become tensioning to the same extent the organization will be prevented from getting to the success. Therefore, since knowledge management is seeking to creatively and efficiently take advantage of all of the knowledge and information sorts o develop the organization and advance the organizational objectives and to create creativity in the organization the moral values prevalence in the organization can assist the organization to a great extent to reduce tensions and succeed in the actualization of the objectives efficiency and effectiveness of course this idea can solely be fulfilled under the umbrella of organizational justice and it is in this case that we can bear witness to the staff members' satisfaction and their job security perception. So, paying attention to the rich organizational culture which propels the organization toward the moral values domination and superiority is one of the most significant duties performed by the knowledge management procedures since, nowadays, being realized to have professional ethics is proposed as a competitive advantage in the organizations. Fred R. David states that "in an organization, good moral values are good management preconditions and good moral values mean good organization" (Qaramaleki *et al.*, 2006).

#### **WHAT IS KNOWLEDGE MANAGEMENT?**

Knowledge management is an internally systemized business model which has been emerged recently in the sciences and organizations areas and it investigates a vast scientific spectrum with all of its perspectives and dimensions. This spectrum can include knowledge

production, scientific rules compilation and coding and scientific participation and it can eventually lead to learning enhancement and innovation (Mohammad, 2004). Knowledge management is defined as the quality and the way information is applied by the individuals for problem-solving, the proper and suitable information resources to be transformed to knowledge and the way knowledge is stored to be used by certain users. Today's organizations are endeavoring to find methods which assist them in education, organizing tasks, effective knowledge transfer and application in an organization as a whole.

There are various definitions proposed for knowledge management including: McDonald who believes that "knowledge management is the creative and effective and efficient use of all of the knowledge sorts and information available to the organization in favor of the customer and as a result to the interest of the organization."

Malhotra in defining the knowledge management states that "knowledge management is a process by which the organization acquires skills regarding learning (knowledge internalization), knowledge coding (knowledge externalization), knowledge distribution" (Abtahi and Salavati, 2006). Also, the definition posed by Aswan regarding knowledge management is one of the best definitions, since this definition explains the objectives and establishes the knowledge management is a suitable organizational stance: "knowledge management is considered as any sort of process or production process its acquisition, domination, promotion and sociability and application".

**Value:** The fundamental premise beneath all of the values in an organization is the moral values. These values contribute to the establishment and preservation of the standards effective on the individuals' guidance towards measures favorable to the organization. Specially, organizational success is enhanced when the organizational standards or moral values are vastly common and prevalent among the members.

Values are the base and the foundation of every organization's culture. More similar to the organization's philosophy principle for getting to success, values present the staff members with a common path and orientation and careers and guidelines for their daily behaviors and conducts. Through the values importance recognition and understanding their relationship with culture it seems necessary to determine the fundamental values which are the roots and origins of the individual's and organization's value systems. Anyhow, the fundamental premise of all of these special values is a system of accepted values with which everyone feels to be identified.

**Morality:** Morality is defined as a system of human spiritual and internal attributes which is manifested through conducts and behaviors originating from the human beings internal dispositions and due to this reason it is said that morality can be defined via its effects and traces. The continuation and persistence of a specific behavior is the reason which shows that the behavior is internally and intrinsically rooted in the individual's depth of soul and body and this root is named disposition and morality. The morality scope is bounded to the individual behaviors limit but when the individual behaviors become dispersed in the society level or the social institutions level and when they become prevalent they will turn into a collective morality which enroots in the society culture and they become somehow dominant norms and standards by which the society can be recognized. Today, dealing with the morality and moral values is a must in the organization's behavior analysis. The organizations external emblem is constituted of the moral behaviors which are per se a summation result of the various moral values which have emerged and manifested in those organizations. Under the current circumstances not observing some of the moral and ethical standards has brought about a lot of worries both in governmental and non-governmental sectors. The behavioral standards crash in the governmental sectors has forced the researchers to be in pursue of the theoretical foundations regarding the subject matter in order to be able to pave the way for its appropriate and proper implementation. Therefore, one of the most considerable challenges managers from all the levels face is the quality of the creating appropriate conditions for the human factors working in every profession in order for them to responsibly and with perfect commitment deal with the problems in their society and occupation and to observe the moral principles governing their occupation. The first step in achieving such objectives is the correct understanding and perception of the morality concept and identification of the factors effective on the staff members' moral behavior. Morality in an organization is defined as a system of values and dos and don'ts based on which the organization's rights and wrongs can be determined and the bad conduct is distinguished from the good one. Generally speaking, the human beings in their individual and personal dimension have specific moral characteristics which shape their thoughts, speeches and behaviors. It is likely that when the same individuals are assigned to an organizational position or standpoint some factors influence them to exhibit thoughts, speeches and behaviors different from their individual dimension and these influence the organizational efficiency and effectiveness rate. The individual's different moral

behaviors as the staff members of an organization can be analyzed in a linear spectrum one extreme of which is the administrative health and the other extreme is the administrative corruption and the administrative healthiness extent plays a significant role in the organizations success rate in performing the missions, implementation of the strategies and programs and eventually achieving the organizational goals and objectives.

**Knowledge management objectives:** The most important objective of the knowledge management application in various institutions is the quick adaptation to the peripheral environment variations to enhance efficiency and profitability. As a result, knowledge management refers to the process of creation, distribution and application of organizational knowledge. In other words, the ultimate goal of the knowledge management includes the knowledge apportionment among the employees to enhance the value-added and the extant knowledge in an organization. One of the knowledge management objectives is the establishment of a communicational channel between the individuals who know how the individual knowledge can be transformed into organizational knowledge. Another objective of the KM is the development and the enhancement of the inter-staff knowledge.

**KM characteristics:** KM validates the human beings knowledge through the state-of-the-art knowledge application, strengthens the organizational intelligence; enables the organization to be able to adapt itself with the environment and the existing conditions and provides for the sustainable innovation ground preparation and partial organizational creativity, also it enables organization to recognize the current problems and to respond to them by taking advantage of the novel solutions and it deals with the elimination of the errors and the reformation of the deviations via the use of systematic methods it creates liberality and free-thinking atmosphere matched with the modern knowledge organization and guidance also, KM develops the global software movement. KM facilitates the ideal and long-term objectives perceptions in an environment with freedom of thoughts and liberality it prevents from corruption and perversion through the creation of the free-thinking atmosphere and KM formation. KM enhances the information and knowledge processing acceleration environment (Karimipoor and Davoodi, 2006). Despite the KM's important characteristics and the interests and prospers it offers to the organizations the majority of the organizations are ignorant of the theme or they have failed in the

implementation phase. Therefore, meanwhile getting aware of the KM benefits and the moral values effects the organizations should recognize the barriers and challenges in the face of KM and set the ground for its successful implementation. The KM final goal is to increase organizational awareness or the intelligence portion.

**The role of culture in KM:** The organizational culture and structure should be supportive of the KM system in an organization. The organizational culture in which innovation and creativity are considered as values is one of the KM's advancing dimensions. Culture (beliefs and imaginations) are shared commonly by the organization members. Organizational values, principles and unwritten regulations and implementation and executive methods constitute the knowledge cultural resources. The organizational cultural content as the knowledge resource can be strengthened by the individuals, instructions, programs and computer devices. Therefore, individual and organizational learning should be regarded as a value, all of the staff members of the organization in every level and in every position believe that their knowledge and information should be shared with the others in order for the organization to grow and succeed and this mindset should be encouraged and supported in the organizations. The staff members are allowed to trial and error, experience and learn. In such an organizational culture, thinking is no waste of time rather the thoughtful individual is encouraged. The organization's dominant atmosphere is in such a manner that all of the individuals are enthusiastically seeking to learn and to transfer their learning to the others. Communications are not limited to the team, departmental and even organizational boundaries and the free flow of the information, knowledge and ideas is established. All of the individuals are evaluated and rewarded based on their shares in the organizational knowledge growth. The individuals can easily have access to the elites and experts and take advantage of their knowledge. The work structure and environment is in such a manner that the individuals can limitlessly and without bothering the others make conversations and discuss about subjects in an informal environment. The sessions are managed in a way that no single person dominates the discussion and there are free and multi-aspect discussions with everyone's participation. The organizational environment is characterized with many features which are the source of potential knowledge. Thus, through communicating such characteristics an organization can figure its knowledge resources out. This subject matter is taken into consideration in the form of virtual knowledge resource

which can become available to anyone or it can be acquired from the environment. For instance, the internet world wide web is a virtual knowledge source which is relatively simple and less costly (Qorbani, 2009).

**KM role in the creation of values in organizations:** Value-based systems are guided by the leaders but they do not exclusively rely on the leaders. They absorb their energy and creativity from the bottom and take their orientation and objectives from the upside. Such a system defines real leaders as teachers and servants, the individual who provide the others with a discrimination power of their definitive potential. For the organization leader to perform its duties well she will have to express and assert the global values and teach them and create a long-term landscape, encourage the others to obtain such values and pursue and follow this long-term landscape (Qorbani, 2009).

#### **THE ETHICS DEVELOPMENT BARRIERS IN THE ORGANIZATIONS**

The organizations are faced with various barriers regarding the moral values teaching the recognition and curbing or the elimination of which leads to evolution. These barriers can be divided to two sets of barriers from outside the organization and the intra-organizational barriers. The barriers external to the organization include: the outer organization social teachings which can poison the organizational culture like a toxin. The individuals only change their clothes from their houses to their works and not their dispositions. Hence, we are faced with previously shaped dispositions regarding morality promotion in an organization and they act as damns against the moral evolution flow. As an example: slumbering and snitching and jealousy are three immoral behaviors which frequently negatively influence the organizational culture. Teaching ethics and morality should be undertaken with such a strength that breaks such the aforementioned damn down. Other barriers include individual's ignorance and unfamiliarity respective to the vocational ethics, livelihood grounds and individuals' insecurity (staff members' vocational, livelihood and welfare insecurities), organizational immoral decision-making tendencies such as: the managers' discriminative decision making or managerial structure or system discriminative nature, learning stress and anxiety. According, to the interpretation offered by Edgar Scheine "there are two types of impatience and anxiety along with the learning process: learning anxiety and survival anxiety. Learning anxiety originates from this point that we are worried about the difficult and unpleasant

experiences and we are afraid to be labeled as stupid individuals in such a difficult experience or get distant from our past habits which used to be useful for us. Learning a new behavior may separate us from the social class to which we used to belong. This can damage our self-confidence or it may eventually question our identity. Therefore, the learning anxiety cannot be ignored because it is deemed as the starting point of the individuals' resistance to change but the survival anxiety is something the in-depth perception and understanding of which makes us incumbently admit the change. Therefore, the fundamental and original principle here is that learning only occurs when there is a greater extent of the survival anxiety than the learning anxiety".

The other element in the creation and growth of the moral and ethical challenges is the change of attitude. As rendered by John Maxwell "attitude management, attitude is our best friend and it is our worst enemy. Due to this reason, one of the substantial educational programs orientation is the attitude change since we underscore it based on our attitude and imagination of the morality. Imperfect attitudes are among the considerable barriers to the moral performance in the organization. Based on this, educational and instructional programs have five-fold orientation: motivation, attitude, knowledge, skill and ability". The moral values creation in an organization:

**Organizational justice:** Justice has always been posed as an essential need in the human beings collective life during the course of history. Nowadays, according to being tentative and full-fledge, the role played by justice in human beings social life has become more distinct and evident more than ever before. In management and organization literature the word organizational justice was first used by Greenberg. In his idea organizational justice is in relation with the staff and employees' perception of fairness in workplace organizations. Studies have shown that the justice process play a significant role in organizations and that the way that the individuals are treated in organizations can influence their beliefs, emotions, attitudes and behavior. Just and fair behavior by the organization in dealing with the employees generally lead to a higher degree of commitment to the organization and citizenship behaviors become their metafunction. On the other hand, the individuals who feel that they are treated unfairly will more likely leave the organization or they will more probably exhibit lower levels of organizational commitment. Even they are more likely to perform abnormally for example they try to take revenge. Thus, understanding the way individuals judge organizational justice and the way they

respond to perceived justice or injustice are two of the main discussions, particularly, regarding the organizational behavior perception.

**Organizational commitment:** One of the variables associated with the vocational motivation and job satisfaction is the organizational commitment that is to say the degree of psychological imitation or adhesion to the organization for which one works which is related to the organizational and individual factors. Organization commitment respective to the employees will cause a greater degree of expectation to be created in the employees that means that if the employees try their bests organizational objectives will be fulfilled and they will receive appropriate rewards (Mahdad, 2002). Commitment is a word for which there are offered many definitions from different perspectives. Various concepts such as conscience, vocational morality and ethics, enthusiasm and accountability have been applied as equal to commitment even with the existence of conceptual differences (Shokrzadeh, 2002). Salansick realizes commitment as a state in which the individual feels responsible for and associated with his or her behaviors and conducts. Some of the experts and researchers consider four types of commitment. Commitment to the organization, commitment to the people, commitment to the occupation, commitment to one's self, commitment to the client (Heresy and Blanchard, 1988). Some of the researchers divide the commitment to the job into five categories including commitment to the job, commitment to the organization, commitment to the task team, commitment to the profession, commitment to the vocational values (Somers and Birnbaum, 1998).

There are two perspectives regarding the organizational commitment: the first perspective realizes organizational commitment as an attitudinal issue or affective belonging to something. Based on this perspective, organizational commitment is considered as a strong interest in the organization and identity determination for which at least three factors can be considered conceptually. Accepting the organizational objectives and values and having strong faith in them having tendency to perform great endeavors for its objectives actualization, Intensive tendency to be a part and a member of the organization (Mowday, 2000). In such a perspective, the individuals find themselves belonging to the organization due to the advantages and benefits and the behavioral prudential commitment and this type of commitment and also due to their investments in the organization. Mathieu and Zajac (1990) in the studies performed regarding organizations found out that there are three significant perspectives which have

attracted the attention of the researchers. These three attitudes are: job satisfaction, organizational commitment, occupational association (Hunt *et al.*, 1989).

Organizational commitment has been defined differently like other organizational behavior concepts. The most common method of dealing with the organizational commitment is that the organizational commitment is regarded as a sort of affective association and attachment to the organization. Based on this method, the individual who is intensively committed draws out his or her commitment from the organization, participates in the organization and mixes with the organization and enjoys being part of it. Porter and his colleagues define organizational commitment as the organizational values acceptance and getting involved in the organization and recognize its measurement scales and standards as including measuring motivation, tendencies for continuing work and accepting organizational values. Chatman and oreilley define organizational commitment as the affective attachment to and support for the objectives and values of an organization for the sake of the organization per se and far distant from the instrumental values (as means for getting access to the other objectives).

Organizational commitment includes the individuals' positive or negative attitudes toward the organization as a whole (not the occupation). In organizational commitment the individual feels a strong loyalty towards the organization and identifies his or her organization through this loyalty. Sheldon defines organizational commitment as "the attitude or orientation which relates or associates the individual's identity to the organization". Counter also recognizes the organizational commitment as the "social agents tendencies toward offering their potentials and loyalties to the social systems" (Esmaeeli, 2001). In Salansick's idea "commitment is the state in human beings in which the individual acts and it is by this acting that the individual believes whether he or she should continue his or her activities and preserve his or her active participation in performing those actions". In Luthans and Shaw's opinions, "organizational commitment as an attitude is a strong tendency to remaining in the organization, tendency to exert remarkable struggles and efforts for the organization and strong belief in accepting the values and objectives".

The common theme in all of the aforementioned definitions is that commitment is a psychological state which defines the individual's relationship with the organization and it implicitly is indicative of the decision to stay or leave the organization (Valentine *et al.*, 2002).

Generally, researchers have identified three commitment types which lead to organizational commitment: affective commitment, normative commitment and continuous. In below these three commitment types are explained (Handlon, 2009).

**Affective commitment:** Affective commitment is the most important organizational commitment element. Affective commitment has been defined as the individual's attachment or association with the organization. Affective commitment is in a positive relationship with organizational justice, job performance and job satisfaction, also, affective commitment has a strong positive relationship with occupational commitment and organizational perceived support and it causes an increase in the trust and a decrease in the absenteeism and work leaves (Handlon, 2009).

**Normative commitment:** It is the second concept and element which creates organizational commitment. Normative commitment has been defined as a sort of commitment and obligation. Researchers have found out that the normative commitment is not guided by the payment level, education level or age, rather it is a mutual trust perception which creates promise and obligation for remaining in (Elias, 2005). Allen and Meyer in a study pointed out that "the organization who undertake to create a culture which is expected from the employees to be loyal to their organizations will more likely enjoy having employees with higher normative commitment".

Normative commitment brings about an increase in trusting the organization and it is regarded as an important factor in motivating the individuals' participation in the organization. Normative commitment has a lot to do with the job satisfaction. Also, researchers have figured out that the employees with high normative commitment will remain in the organization due to this reason that they know it as morally true. Weener has expressed in a study that "the individuals' internal moralities and the organizational culture navigate the employees' normative commitment" (Handlon, 2009).

**Continuous commitment:** Continuous commitment is the third subdivision of the organizational commitment. Continuous commitment has been defined as the need to remain with an organization as a result of its leaving high costs". Allen and Meyer state that "continuous commitment are based on two factors: the number or the amount of investment and its significance. Employees remain in an organization because they envisage that leaving the organization may cost them a lot" (Handlon, 2009).



Fig. 1: An overview of the organizational management effect on the moral values creation in organization

### **JOB SATISFACTION**

Job satisfaction is one of the most important factors in occupational success. Job satisfaction is a factor which causes efficiency enhancement and also feeling of individual satisfaction. Researchers have defined job satisfaction from various perspectives and they believe that if the job secures optimal pleasure for the individual in this case the individual will be satisfied with the job. Also, job satisfaction is a definite combination of various factors whether internal such as taking pleasure in performing the job or external like salaries and benefits and the work environment relations which make the individual feel satisfied with his or her job. Therefore, the organization's success secret is the optimum use of the material and human resources, so providing the required conditions and grounds in order to have staff members with high morality at work and high commitment to the organization and being satisfied with the job and organization, superiors, peers are enumerated among the very important factors for the organization conceitfulness. (Fig. 1).

### **ORGANIZATIONAL ETHICS AND ORGANIZATIONAL JUSTICE**

Organizational moral values are defined as a subsystem of the organizational culture which is indicative of the multiaspect mutual effects among the formal and informal behavioral control systems. These informal systems include a collection of beliefs, norms and undertakings commonly shared between the individuals working in an organization. Besides these informal aspects the organizational moral values can also be indicated through more formal systems such as reward systems, careers and procedures. When the staff believe that the policies and procedures are followed by the managers and others in the organization according to the

ethics and moral principles then the moral values are institutionalized in the organization. For instance, managers may exhibit these values according to the moral methods such as rewarding the moral behavior and punishing the immoral behavior. The existing logic behind the moral values concentration theory as an influencing tool on the employees' moral behaviors states that the individuals are expected to act, in their conduct and behavior, corresponding to the extant values in the organization. The researches and studies show the moral contextual influence on the concepts such as job satisfaction, organizational commitment, service desertion intention and moral and comportment opposition with the managers and the officials in charge and superiors. In other words, logically it can be stated that the moral environment and context influences the employees' behavior including their moral behavior (Cohen-Charash and Spector, 2001). It is expressed regarding the justice role pattern in the organizations that the organizational actions and activities are the moral behavior specimen and pattern which increase the distributive and procedural justice perception. Another point is that the two main components of the organizational justice are procedural justice and distributive justice. The procedural justice refers to the fairness and equality of the organizational procedures and policies which are applied to determine the rewards. On the other hand, the distributive justice refers to the justice and fairness and equality perceived from the results or it can be suggestive of the real rewards. The previous research have shown that the high justice level is in positive relationship with the satisfaction, commitment and trust (Cohen-Charash and Spector, 2001). Also, the low levels of justice is in relationship with weak job performance, absenteeism increase and service desertion and discontent, thus both of the justice forms are conceptually related to the organizational moral values. Both morality and organizational justice are rooted in justice concept and include judgments regarding what is wrong or right. The individuals perceive the peripheral environment as fair and equal to the extent that these regulations and procedures are followed and pursued and the results derived from the procedures and organizational policies seem to be just and fair. Therefore, it can be claimed that organizational moral values are in positive relationship with the procedural and distributive justice.

### **ORGANIZATIONAL COMMITMENT AND MORAL BEHAVIOR**

The affective commitment focuses on the employee-employer relationship as an affective



attachment and it reflects the social interactive power between the employee and the organization. In such a manner the employees find themselves identified with the organizational objectives. Organizational commitment is predicted based on the organizational moral values and organizational justice and it seems as if the organization-employee social interaction is its fundamental corner stone. Consequently, to the extent to which the employees feel committed to an organization they are logically expected to exhibit moral behaviors. Therefore, it can be concluded that organizational commitment is in positive relationship with the moral behavior (Handlon, 2009).

### CONCLUSION

Organizations are forced to recognize and fully understand their capacities and abilities to be able to confront with the environmental threats and risks and use their probable opportunities, remove and repair their weak points and keep upgrading their strong points. The problems and issues are so complicated and intertwined in organizations that they cannot be easily identified and the human nature of the organizations and the employees' behaviors and conducts has doubled this complexity. One of the methods of weak and strong points recognition in every organization is the recognition of the staff-accepted values; since, the human force speaks, decides, navigates his or her activity or job and determines his target in many a cases based on such characteristics and his or her perception of the values. Due to the same reason, today, observing ethics and preserving the moral values has turned into one of the most important phenomena which have been focused by many of the organizations. The moral principles which should be concentrated by the managers have turned into a part of formal policies and informal cultures in the organizations. Therefore, the creation of a culture based on the moral values is a starting point in fostering and nurturing committed employees loyal to the organizational objectives and ideals. Since, KM is seeking to establish and develop a scientific environment and create innovation and creativity in an organization it has to be mentioned that this cannot be fulfilled unless a value culture is established by which the employees feel they are working in a safe environment without being supervised and take steps towards the organizational objectives. Hence, it has been dealt with the survey of KM effect on the moral values creation in the organizations.

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