

The Reality of Ethics and the Ways of strengthening them to Prevent Corruption*

An Exploratory study in the institutions and enterprises within province of Sulaymaniyah

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Abstract

This study highlights the concept of management ethics and its role in the prevention of corruption. Generally, it is an attempt to put the approach to the management ethics and strengthen the moral culture that pious of corruption which had widespread within the developing countries since decades. In this study, the descriptive analysis methodology has been used. The data on the dimensions of the study is collected through a review of the relevant literature and previous studies. The research results showed that the individual morality building and ethics compliances have a vital role in preventing corruption rather than uncovering and exposing the involved persons too late. The bottom line is the construction of the ethics of the administration less costs than the demolition of corruption. Based on the results of the study, the researchers recommend a number of management ethics measures for the prevention of administrative corruption. The respondents preferred the implicit forms more than the explicit form. Among the best explicit forms that have been chosen, they prefer the training and education of ethics, the search for the causes of immoral acts and the crafting of codes of ethics respectively.

Overall recommendations call for an important point which can be named as institutionalizing for ethics through a number of implicit and explicit measures.

Index Terms— morality, management ethics, business ethics, work ethic, corruption, administrative corruption, fields of ethics, business administration fields, codes of conduct and corporate social responsibility.

I. INTRODUCTION

Robert B. Zoellick, the former president of the World Bank, once described corruption as "...a cancer that steals from the poor, eats away at governance and moral fiber, and destroys trust" (Bishara, 2011). Alongside negative economic and financial impacts, corruption can cause increasing inequality and decreasing the return of productive activities. Consequently, this lead to psychological frustration to the deprived and more seriously; reduce productivity growth, investment, and job opportunities (Mo, 2001). Corruption has legal, social and cultural, economic and political dimensions and confronting one of the sources is insufficient. Moreover, there are more than one tool and mechanism for attacking the causes of corruption. One of them, and perhaps the most significant, is to improve and promote the ethical aspects of the behavior of stakeholders in- and outside organizations.

Importance of the research and its questions: The question which might arise here is why ethic is imperative in the manner of combating corruption. In other words, why does ethic matter in the administration? We assume that, in general, ethics can be seen as the heart of any strong organization. Whether you own dozens of companies or a small town school district, studies have consistently found that ethical decision-making fosters employee morale, boosts brand reputation, encourages loyalty in customers and employees, and improves your bottom line. Ethics is more than the right thing to do: it's the smart thing to do. An organization formed without ethics is like a cabin built without nails: no matter how solid it may appear, it will slowly crumble. A culture of ethics is what links people to those above, below, and beside them, connections which, although invisible, make the whole organization immeasurably stronger. And in this day and age of eroded public trust, ethics are more important than ever. Regarding contesting corruption, it can be said that ethical behavior offsets corruption so that it does not threaten economic and political development nor distort political systems to a point beyond recognition.

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In this study, our focal point is the link between what is called administrative corruption and managerial ethics, and how to practically reduce the first by enhancing the second. Thus, we do not find needs to segregate the administrative corruption from the other types of corruption which are recognized in the literature. We start from the assumption that the ethical tools for combating corruption as general are almost the same which might be used to struggle the administrative corruption particularly. In conclusion, to find out what managers have done to build and manage ethics in their organizations?

Research objectives:

- * To investigate whether the majority of managers perceive a need for greater formalization of ethics in organizations.
- * What are the implicit and forms of ethics?
- * To explore managerial perceptions regarding various explicit and implicit methods of ethics.
- * To examine whether managers perceive that implicit forms of institutionalizing ethics are more important than explicit forms of institutionalizing ethics.
- * To find out what managers in Kurdistan have done to build and manage ethics in their organizations?

Methodology: Categorization of the ethics forms – explicit and implicit – has been used to develop the questionnaire (Jose and Thibodeaux, 1999). The most common explicit forms of ethics are; codes of ethics, ethics training, ethics officers, ethics committees, ethics hotlines, and ethics newsletters (Ibid). Whilst the most popular implicit forms of ethics are corporate culture, leadership, top management support, reward systems, promotion systems, performance evaluation systems, and open communication channels to learn tips on how to best defend themselves from crossing ethical boundaries. (Gino, 2011). The data has been collected through a mail survey. A self-administered questionnaire was mailed to participants, together with a covering letter explaining in some detail of the reasons for the research. The response rate was quite satisfactory. The first part is consisted of demographic characteristics of respondents. The demographic questions examined the respondent's job titles, sex, age categories, years of experience, and sector, public or private sector. For second part the five-point Likert-type is used. In this part the reality of ethics within the participants' organizations is discovered. The third part is allocated to suggestions of participants as prevention measures of corruption. (See the Appendix).

II. CORRUPTION AND ETHICS IN MANAGEMENT: DEFINITIONS AND FRAMEWORK

What is Corruption?

In its modern, practical and internationally recognized definition, the concept of Corruption is defined by Transparency International as “the abuse of entrusted power for private gain” (transparency.org). However, the notion of Corruption in this earliest comprehension had a much wider meaning than it has nowadays. The term was used by the earlier thinkers like Plato, Aristotle, Thucydides and Machiavelli as to refer more to the moral health of whole societies than to the behavior of individuals. The concept reflected more comprehensive social and political issues like the distributions of wealth and power, the link between leaders and people, the source of power and the moral rights of rulers. It mirrored also the people’s love of freedom, the quality of political leadership and lustiness of political values (Johnston, 1996). Johnston argues that there is an inverse relationship between the frameworks of politics and the conception of Corruption in the sense that while the scope of politics extended, the comprehension of the concept of Corruption has become narrower in a manner that nowadays the term Corruption is more likely referred to specific behavior by specific individuals those holding public positions or those who pursue to affect them (Ibid). From this point of view, the modern definition of corruption which focuses on the behavior of individuals could be stressed on the abuse of public power or resource for private benefit. Even here, the interpretation of the concepts ‘abuse’, ‘public’, ‘private’ and ‘benefit’ seems to be arguable.

Many, to some extent different, definitions of corruption are presently used in the literature. The one most commonly used is attributed to J.S. Nye, who describes corruption as “behavior that deviates from the formal duties of a public role (elective or appointive) because of private-regarding (personal, close family, private clique) wealth or status gains” (Nye, 1967). This definition might, however, be interpreted very extensively in the sense that nearly every official may fall into accusation of corruption. This type of definition can consequently be understood as general outlines for the phenomenon i.e. corruption in every domain.

Most experts stress that Corruption encompasses public officials. However, some consider that corrupt transactions occurring between corrupters and corruptees in the private sector (Wang and Rosenau, 2001). In accordance with Samuel Huntington’s definition, administrative corruption can be defined as set of actions of those public officials who disregard accepted codes and norms towards non-organizational objectives (Taboli, et al. 2013). Further, as Wang and Rosenau state; Corruption is the collaboration between public officials and individuals (natural- and legal

persons) for personal fiscal benefit through transgression of the public interest (Wang and Rosenau, 2001).

Thus, from the perspective which comprehends the phenomenon in a unilateral way as it is related to the public sector (we call it here the public sector-centered definition); Corruption can simply be defined as “misuse of public office for private gain” (Aidt, el , 2008). However, for the purpose of this study, which recognizes the phenomenon as it includes both the public- and the private sector, the most common and general definition of Corruption might be presented as “the misuse of entrusted power for private gain” (Bishara, 2011).

Moreover, as we try in this study to interpret the corruption in the light of the administrative ethics (as which is a part of social ethics), we need by definition to focus on the moral aspect of the phenomenon in order to be possible to link between Corruption and Ethics in administration. Consequently the most convenient definition of the concept which takes the moral as the focal point is the approach which defines the corruption as “...an immoral and unethical phenomenon that contains a set of moral aberrations from moral standards of society, causing loss of respect for and confidence in duly constituted authority” (Khan, 1999).

What is Managerial Ethics?

The definition of ethics in a precise way is difficult. In a broad sense, ethics is a set of moral principles and values that governs the behaviors of a person or group with respect to what is right or wrong. Ethics sets standards as to what is good or bad in conduct and decision making (Lewis, 1985, and Covey, S.R., 1991).

Ethics deals with internal values that are a part of corporate culture and shape decisions concerning social responsibility with respect to the external environment. An ethical issue is present in a situation when the actions of a person or organization may harm or benefit others (Felps and Bigley, 2007). In other words, managerial ethics is a set of principles and rules dictated by upper management that define what is right and wrong in an organization. Simply, ethics tell us what is the difference between right and wrong things (Velasquez and Velazquez, 2002).

The area of influence of ethics: The area and domain of free choices in Iraq and most of the developing countries are wider rather than developed countries. As it is illustrated in the following figure, that human behavior falls into three categories. Ethics implicitly regulates areas and details of behavior that lay beyond codified law. Amount of explicit control will decrease when the free choices are more available and the personal standard will be dominated, however, it increases in area of codified law. The social standard is dominated in the area of ethics.

Area of codified law	Area of ethics	Area of free choices
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Amount of Explicit Control

Figure 1: the area of influence of ethics (Daft, 2009)

Ethics theories: The common theories about ethics facts are summaries in four theories: (Talbot, 2012):

- * Virtue ethics: an action is right if a virtuous person would perform it.
- * Non- cognitivism: an action is right if a person with stable and general perspective would approve of it.
- * Deontology: an action is right if it falls under the rule that prescribes it.
- * Utilitarianism: an action is right if it produces the greatest happiness of the greatest number.

Strengthen ethics: Corporations are responding to ethical crises by institutionalizing ethics through a variety of forms. And for the purpose of institutionalization of ethics, the literature have suggested various forms classified under two categories explicit and implicit forms of ethics to be adopted in organizations a below: (Gellerman, 1989; Murphy, 1989; Weiss, 1994; Jose and Thibodeaux, 1999)



Figure 2: The study model

Using the above-mentioned forms of promotion of ethic can diverge in various organizations depending on their working domains, extent, organizational vision and even their locations. Most of the aforesaid forms are popular and recognized in the modern administration. However, we have found the need to briefly refer to one of the implicit forms which might be surrounded of a kind of ambiguity; to be said corporate culture or corporate social responsibility.

Corporate Social Responsibility (CSR) as an implicit form of managerial ethic: Starting from the fact that business and any organizational behavior need to balance profits with the society needs, CSR is about how organisations align their values and behaviour with the

expectations of their stakeholders. CSR demands that a company be accountable to its stakeholders for managing its social, environmental and wider economic impacts in a way that maximises the benefits and minimises the downsides (Blowfield and Murray, 2008). While Corporate Social Responsibility (CSR) has been around since the 1950s, its importance and practice took hold much later. Carroll (1979) conceptualizes corporate social responsibility (CSR) as a pyramid, composed of four types of responsibility that must be considered simultaneously: economic, legal, ethical and philanthropic (Figure 2). Our paper approaches CSR as a whole, incorporating all types of responsibility. However, the main focus will be on the ethical and philanthropic levels, given the main component of our method. Companies are evaluated not on what they “must do”, given their economic and legal obligations, but on what they “should do”, on an ethical and philanthropic view, based on their CSR activity.



Figure (3): CSR pyramid (Carroll, 1991:42)

The basis of what we consider to be the modern definition of CSR is rooted in Archie Carroll’s “Pyramid of Corporate Social Responsibility.” In this Pyramid a corporation has four types of responsibilities. Corporate giving pyramids the first and most obvious is the economic responsibility to be profitable. The second is the legal responsibility to obey the laws set forth by society. The third, which is closely linked to the second, is the ethical responsibility. That is to do what is right even when business is not compelled to do so by law. The fourth is the philanthropic responsibility. Also called the discretionary responsibility, it is best described by the resources contributed by corporations toward social, educational, recreational and/or cultural purposes. Nearly 20 years later the Pyramid remains highly relevant. It is regularly cited, debated, modified and criticized by academia, corporate leaders, politicians and social commentators. However, to understand the Pyramid’s true relevance one must look

beyond the debate and focus more on its practical application. The Pyramid’s importance persists given its simplistic yet fundamental framework by which any company can not only comprehend the necessary principles of social responsibility, but ultimately set forth the practices to achieve each step of the pyramid with the ultimate goal of reaching the top. There are, nonetheless, several ethical principles that are important for businesses to implement. Failing to implement these principles may hurt your business. These ethical principles include a commitment to managing finances in a responsible way, to avoid fraud and misrepresentation in your operations, to treat employees and customers with respect and dignity, and to give back to the community in which you are located. This last point is extremely important for small businesses. Investing in local nonprofit organizations, school groups or community-service projects will increase your brand recognition in the community and will, if done right, bring in new customers to your business. It’s a win-win situation: You build goodwill in the community and you simultaneously market your products and services. Business ethics can thus be a fruitful venture for small business owners who are willing to take the time to incorporate ethical principles with care and patience.

III. FINDINGS AND DISCUSSIONS

Depending on the responses of the questionnaire which has been made and spread (see the methodology of this paper), and which covered a relatively wide area contained both public- and private sector among organizations in the city of Sulaymaniyah, we found the results as below:

Display sample characteristics:

Table (1) Respondent characteristics

Gender	%	Sector	%
Male	85	Public	57.5
Female	15	Private	47.5
No response	0	Education level	%
Age Categories	%	High school	0
Less than 30	5	Diploma	3
Less than 40	5	Bachelor	31
40 or above	55	Master	6
50 or above	30	PhD	0
63 or above	0		0
No response	5		
Years of Experience	%		
Less than 5	0		
Less than 10	10		
10 or more	65		
20 or more	17		

Questionnaire statements result: The questionnaire ordinate data has shifted to number as the following weights, Likert scale: strongly agree, (5), Agree (4), Undecided (3),

Disagree (2), and strongly disagree (1) about statements. The attitudes are measured according the following range of the weighted average as shown in the table (2).

Table (2)

Attitude	The weighted average
Strongly disagree	1–1.79
Disagree	1.80–2.59
Uncertain	2.60–3.39
Agree	3.40–4.19
Strongly agree	4.20–5

Since the analyses required tests for population proportions, Z-tests for large samples were performed. For the t test, the normal distribution of data is vital. The one sample Kolmogorov-Smirnov test is used to test whether a sample comes from a specific distribution. As shown in the table below the sig. > 0.05 for every part so a sample comes from a normal distribution.

Table (3): Descriptive Central tendency tests result

Part	Title	No of statements	Mean	Attitude
1	What is the commitment to work ethics to curb administrative corruption in your organization?	15	2.595	Uncertain
2	What are the suggestions that contribute to raise the level of work ethic in order to curb managerial corruption?	15	4.02	Agree

According to respondents perspectives the implicit forms of ethics are operationally defined as Corporate cultures to support ethic (55%), Individual ethic culture (72%), Ethical leadership(45%), Ethic as Reward system standard(40%), Ethic as Promotion system standard(32.5%), Ethic as Performance evaluation standard(5%), Top management support to ethic(20%), Open communication about ethic(12.5%).

On the other hand, explicit forms of ethics are operationally defined as a Code of ethics (5%), Ethics training and education (10%), Ethics officers, ombudsmen people or whistleblower to monitor ethic issue (30%), Newsletters about ethic (12.5%), Ethic committees (17.6%), Social responsible liabilities (32.5%) and Conduct research to explore reasons behind lack of ethics liabilities (30%). Overall, it was found that participants perceived that implicit forms of ethics are more important than explicit

forms of ethics. Also according to One Sample T test, if the calculated (T) value is greater than the (T) value of the table it means that the sample agreed to content. The participants do not accept the most of statements. The results prove this fact when the calculate T is lower than table value for most of statements.

Table (4) Reality of Ethics forms (Source: Authors)

No	Statements	% of Agree	Mean	Std. Deviation	Attitudes
Implicit					
1	Organizational cultures to support ethic	55	3.68	0.764	Uncertain
	Individual ethic culture	72	3.92	0.694	strongly agree
2	Ethical leadership	45	3.20	0.883	Uncertain
3	Ethic as Reward system standard	40	3.02	1.209	Uncertain
4	Ethic as Promotion system standard	32.5	3.22	0.832	Uncertain
5	Ethic as Performance evaluation standard	5	2.20	0.758	Agree
6	Top management support to ethic	20	2.80	0.823	Uncertain
8	Open communication about ethical dilemmas	12.5	2.72	0.877	Uncertain
	Mean for all implicit statements		3.09	0.855	Uncertain
Explicit					
9	A code of ethics	5	2.12	0.757	Uncertain
10	Ethics training and education	10	2.48	0.816	Uncertain
11	Ethics officers, ombudsmen people or whistleblower to monitor ethic issue	30	2.70	1.043	Disagree
12	Newsletters about ethic	12.5	2.08	0.971	Disagree
13	Ethic committees	17.5	2.48	0.933	Uncertain
14	Social responsible liabilities	32.5	2.78	1.165	Uncertain
15	Conduct research to explore reasons behind lack of ethics liabilities	30	2.22	0.660	
	Mean for all explicit statements		2.10	0.793	Disagree
	Mean for all		2.595		Uncertain

As indicated in Table (4), the score of implicit forms is approximately larger than the score for the explicit forms. Thus, the t-test for comparing two population proportions for independent samples discloses that participants perceived that the implicit forms of ethics in their organization are applicable slightly more than explicit forms. This result is similar to previous research result

which had been conducted in 1999 in USA (Jose and Thibodeaux, 1999).

This result contrasts with the score of avoidance of uncertainties according to Hofstede indicators that had measured national culture in the end of last century. The Iraqi indicator of uncertainty avoidance is higher than the USA. Given the fact that the Iraq is a high uncertainty avoidance culture, it is surprising that managers did not find the need for additional formalization efforts. The need for additional formalization as a mechanism for the reduction of uncertainty is the characteristic of high uncertainty avoidance cultures. The results of this study support Wu study from Western Illinois University that suggested that work-related cultural values in a specific culture are not static and can be changed over time. When the Iraqi political, societal, and economic environments change, people's cultural values also change. Thus, many cultural theories should be updated and re-evaluated periodically (Wu, 2006).

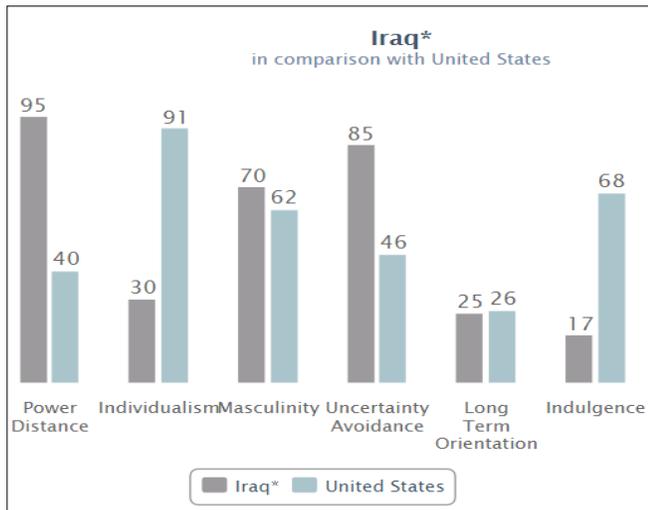


Figure 4: Hofstede national culture dimensions (Wu, M., 2006)

Suggestions of Ethic forms within Sulaymaniyah governorate institutions from employee's perspective to curb managerial corruption:

As shown in the table (5), the participants strongly agree on the most of implicit ethic forms while they agree on all explicit forms as a tool to facing corruption within governorate organizations. The mean for all statements are not less than 3.8 as the lowest average of accepting the suggestions.

Table (5): Suggestions of Ethic forms (Source: Authors)

No	Suggestions	% of Agree	Mean	Std. Deviation	Attitudes
Implicit					
1	Organizational cultures to support ethic	92.5	4.22	0.577	Strongly agree
2	Individual culture to support ethic	77.5	3.90	0.744	Strongly agree
3	Ethical leadership	100	4.28	0.452	Strongly agree
4	Ethic as Reward system standard	72.5	3.88	0.648	Agree
5	Ethic as Promotion system standard	52.5	3.48	0.877	Agree
6	Ethic as Performance evaluation standard	77.5	3.88	0.563	Agree
7	Top management support to ethic	90	4.15	0.580	Strongly agree
8	Open communication about ethical dilemmas	75	3.85	0.662	Strongly agree
Mean for all implicit statements			3.95	0.637	Agree
Explicit					
9	A code of ethics	95	4.22	0.530	Strongly agree
10	Ethics training and education	100	4.65	0.483	Strongly agree
11	Ethics officers, ombudsmen people or whistleblower to monitor ethic issue	60	3.60	0.672	Agree
12	Newsletters about ethic	90	3.95	0.389	Agree
13	Ethic committees	77.5	3.85	0.489	Agree
14	Social responsible liabilities	87.5	3.90	0.379	Agree
15	Conduct research to explore reasons behind lack of ethics liabilities	100	4.52	0.506	Strongly agree
Mean for all explicit statements			4.09	0.492	Agree
Total			4.02	Std. Deviation	Agree

One-Sample Test						
	Test Value = 21					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Explicit suggestions	44.105	38	.000	7.56410	7.2169	7.9113

T-Test: The T test approved the Central tendency test results

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Implicit statements	39	24.7949	2.76424	.44263

One-Sample Test						
Test Value = 24						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Implicit statements	1.796	38	.080	.79487	-.1012	1.6909

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Explicit statements	39	16.8718	3.26206	.52235

One-Sample Test						
Test Value = 21						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Explicit statements	7.903	38	.000	-4.12821	-5.1856	-3.0708

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Implicit suggestions	39	31.4103	2.36997	.37950

One-Sample Test						
Test Value = 24						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Implicit suggestions	19.526	38	.000	7.41026	6.6420	8.1785

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Explicit suggestions	39	28.5641	1.07103	.17150

IV. CONCLUSION

The research results show that the private sector and governmental institutions lack largely to the application of explicit and implicit ethic in the manner of corruption prevention. The ethics remain as individual value without doing anything noteworthy to support them. It seems the ethic building only relies on the employees' families or their societies i.e. their social environment. However, the natural nurture and upbringing are not enough even in the developed countries. It seems that most of the institutions don't consider work ethics such as measurable skills that manage and develop, therefore they were not recorded any specific training or educational courses to develop exactly a work ethic among individuals. Respondents to the survey largely expressed their agreement on the need to pursue this approach and conduct all forms of strengthening the work ethic as an effective tool to reduce administrative corruption. Although they support all styles of work ethics, but their interest to implicit forms is greater than to the explicit ethic forms. On the other hand, the crafting of code of conducts or ethics despite the existence of laws of discipline employees and civil service law is put as a main tool to enhance work ethic. Also the suggestion about opening training and education courses to strengthen the work ethic and conduct research to uncover the causes of lack of commitment to business ethics are approval from the majority of the participants, while the appointment of detectives and supervisors on the commitment of employees only had a simple consent.

V. RECOMMENDATIONS

In the light of what discussed above, the paper finds a number of recommendations in the manner of the research's subject as below:

- * Public and privates organizations have to consider seriously the strengthening of the work ethic tactics implicit and explicit which is an affordable way to corruption prevention.
- * Opening training sessions to promote ethics.
- * The researchers conduct more studies to discover the reasons behind unethical acts within the organizations.
- * Universities and educational institutions have to develop ethics curriculums and education course.
- * The Integrity commission and relevant institutions are supposed to craft the code of ethics for all organization according to their professional.

VI. FUTURE STUDIES

The paper can lead to further studies to be achieved in the future as follows:

- * Study on the types of ethical decision making that designed by theorists in the last century, and propose the closest model to the reality of the province of Kurdistan.
- * Research about how to institutionalize ethics in a corporation in the Kurdistan Region organizations.
- * Study for detection of employee's expectations, needs, required materials and skills for any anticipated training or educational course.
- * To what extent can competition and consumer protection law has role to promoting ethic and compliance.
- * Finally, studies to updating the Hofstede cultural dimensions in Iraq after the huge changing in political, societal, and economic environments.

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Appendix

Questionnaire

This questionnaire is a tool for information gathering to know about the reality of ethics in the public and private sector institutions in the Kurdistan region of Iraq, and to what extent the ethical management contributed or will contribute the prevention of administrative corruption.
 Best regards
 The researchers from UHD University in Al Sulaymaniyah

***Required**

Part 1: General information

Job title * :

Gender

- Male
- Female

Section *

- Public
- Private

Age categories

- Less than 30
- Less than 40
- 40 or above
- 50 or above
- 63 or above

Education level

- High school
- Diploma
- Bachelor
- Master
- PhD

Years of Experience*

- Less than 5
- Less than 10
- 10 or more
- 20 or more

Explicit forms *

Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
A code of ethics and conduct					
Ethics training and education					
Ethics officers, ombudsmen people or whistleblower to monitor ethic issue					
Newsletters about ethic					
Ethic committees					
Social responsible liabilities					
Conduct research to explore reasons behind lack of ethics liabilities					

Part 2: What is the commitment to work ethics to curb administrative corruption in your organization?

Implicit forms *

Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Organizational cultures to support ethic					
Individual ethic culture					
Ethical leadership					
Ethic as Reward system standard					
Ethic as Promotion system standard					
Ethic as Performance evaluation standard					
Top management support to ethic					
Open communication about ethical dilemmas					

Part 3: What are the suggestions that contribute to raise the level of work ethic in order to curb managerial corruption?

Implicit form Suggestions	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Organizational cultures to support ethic					
Individual ethic culture					
Ethical leadership					
Ethic as Reward system standard					
Ethic as Promotion system standard					
Ethic as Performance evaluation standard					
Top management support to ethic					
Open communication about ethical dilemmas					

Explicit form suggestions	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
A code of ethics and conduct					
Ethics training and education					
Ethics officers, ombudsmen people or whistleblower to monitor ethic issue					
Newsletters about ethic					
Ethic committees					
Social responsible liabilities					
Conduct research to explore reasons behind lack of ethics liabilities					

Any more suggestions:

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Best regards