



Investigate the Relationship between Participative Management and Professional Ethics in Social Security Organization in Yasouj

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ABSTRACT

Objective: The aim of this study is to evaluate the impact of participative management on professional ethics of employees in Social Security Organization in Yasouj. **Methodology:** According to the purpose of study, the present research is applied research. Also according to way of data collection (research project), the present study are descriptive research. The population of the study consisted of all employees of in Social Security Organization in Yasouj which 86 persons were selected as the subjects of the study. For analyzing data is used descriptive and inferential statistics by using the SPSS software. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts. The internal reliability of the items was verified by computing the Cronbach's alpha. **Results:** Research findings are as follows: There is a significant relationship between participative management and professional ethics in Social Security Organization in Yasouj; **Conclusion:** also, there is a significant relationship between participative management and responsibility of employees, honesty of employees, justice of employees, loyalty of employees, empathy of employees, superiority of employees, respect for others and expect to social values in Social Security Organization in Yasouj.

1. Introduction

1.1 Introduction and Problem Statement

Participative management and professional ethics are two important issues that attention to them is very important in all societies and organizations. A dynamic management systems that play an important role in the development of human resources and organization process development is participatory management. Participatory management systems is intellectual and practical cooperation of all members of an organization with different levels of organization management (Irannejad Parizi et al., 2013). In this system, all employees of organizations thought about ways to solve problems and improve the efficiency of organizations actively and provide suggestions to the organization.

This study aimed to investigate the role of participatory management in improving the quality of work and productivity and reviewing the participatory management role in the promotion of professional ethics in Social Security Organization in Yasouj

Participative management is considered as involvement process of employees in decision – making flow. This engagement can be occurred at decision – making levels and different types of decisions. In this definition, employees' engagement implies using effectively employees' capabilities and talents in solving managerial problems. Therefore, the method is based on power sharing and the managers delegate their power to the subordinates.

Participative management is a philosophy that requires organizational decision making be done so that information and inputs and responsibilities be given to the lowest level of the decision. According to Chris Argyris, for achieving the commitment of employees, effective productivity and job satisfaction at work, employee participation in decision-making is vital and fundamental. Furthermore, employee engagement is not a moral imperative,

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but only is a technique of the management techniques that only in some of the other situations could lead to lower job satisfaction and productivity. So, participation alone is not objective, but also is raised as a means of improving efficiency.

The most important distinguishing humans from other animals is his intellectual power that uses the partnership of his fellows. Today, experts in the science of management concluded that teamwork is the key to solving many of the problems and significantly increase the efficiency of business units.

Participation in the work leads to improving the performance of the organization and solving the problem of organization. In a way, participation in public organizations in our country rarely done, therefore the lack of a system of participative management in our organizations is clear. However, because of increasing the participatory management leads to organizational effectiveness and promotion of the professional ethics, in this research seeks to answer the question that is there a relationship between participative management and professional ethics? In result, the aim of this study is to evaluate the impact of participative management on professional ethics of employees in Social Security Organization in Yasouj.

Participative Management

Leadership or participative management is a style in which decisions are taken with the participation of employees. Participative management is a sort of leadership style that believes through empowerment of employees can improve their performance in work.

Participatory management is intellectual and practical cooperation system of organization employees with various levels of their management. In this system, all employees about ways to solve problems and improving the productivity of organizations are actively think and present the proposals and suggestions to the organization and thus there is a system of consultation and thinking to achieve the organization's goals. Organization management enjoyed from treasure trove of proposals.

Participative Management Style

Hajzler (2011) characterizes participative management style and freedom at work with these four main features:

Table 1. Participative management style

style	description
commitment	employees voluntarily commit to do their tasks, they are willing to negotiate about the objectives and procedures;
mastery, autonomy and meaningfulness	The three needs that create the system. The more built for them, the stronger the intrinsic motivation of employees. The more of them are present, the higher intrinsic motivation of employees;
self-management	the arrangement is made such that it is not necessary manager that manages others;
engagement	The more you manage to meet the needs of mastery and autonomy, the more people feel involved and have a greater desire to work. The system is not only functional and self-governing, but there it passion, creativity, freedom and independence.

1.2 Characteristics of Participative Organizations

Participatory organization define as organization that represent participatory activity and usually has some features as follows:

Competition: in the participatory organization is a complete and intensive competition because the partnership is implemented in an organization that is governed by perfect competition.

Managers' access to extensive knowledge: Managers of participatory organizations believe that knowledge is widely distributed throughout the organization and easily can receive the thoughts and opinions of others directly and immediately.

Respect for people: employees of these organizations believe that they can grow in line with the needs of the organization.

Permanent and long-term relations of employees: as a result, enjoyment of job security is other features of this organization.

Flexibility: In transformational and flexible organizational structure, the exchange of information easily is done and individuals are involved in decision-making process.

Development of participative management culture: Development of participative management culture is part of the long-term goal of management.

1.3 Professional Ethics:

"Cadozier" about the characteristics of people who have professional ethics states the following variables: Honesty; Accountability; Loyalty; Justice; Superiority; Sympathy; Respect for social values and Respect for others. Scholars about professional ethics relatively are extensive and many researchers investigated this field which between them we can point to the necessity of ethical components and moral codes (Albafyan, 2009) business ethical standards (Vadadhyr, 2008) the nature, methods and challenges of applied ethics (Khazae, 2006) ethics in Entrepreneurship (Khanijazani, 2008) the relationship between Islamic ethics, business, and organizational commitment among managers (Rashidi, 2004) work culture and ethics pathology (Zandipor, 2009); theoretical foundations of Professional ethics in Islam (Ameli, 2002), ethics of professional bus and truck drivers (Ebrahim-Nia, 1996); the community work culture and work ethics of a sociological perspective (Sultanzade, 2004); scientific" status of professional ethics in higher education quality assurance (Frastkhah, 2006); the relationship between organizational commitment and profession; work ethic and its effective factors among administrative employee (Moidfar, 2006); teaching ethical principles based on Islamic ethics (BironiKashani & Bagheri, 2007); ethics in Total Quality Management (Sarmadi et al., 2007).

1.4 Review Literature

Asefi (2008) in his master's thesis with title "evaluation of participatory management and employees' resistance to change" investigated the dimensions of participatory management and employees' resistance to change. Research findings indicate that there are a negative and significant relationship between

participative management and resistance to change in both organizations. Also there is a negative and significant relationship between the participation in planning and goal setting, participation in decision making and problem solving, participation in control and supervision and participation in implementation and resistance to change.

Habibi (2004) in research with title "investigate and analysis of the relationship between participative management and employee effectiveness" investigated relationship between participative management and employee effectiveness. The results of the data analysis and test of research hypotheses with using the Spearman's test indicated that there are significant relationship between the dimensions of participative management and effectiveness of employees.

Rasekh (2007) in research with title "the relationship between participative management and entrepreneurship" investigate relationship between participative management and entrepreneurship in Sport Sciences faculty in Tehran University. The findings indicate that there is a significant relation's between two variables of participative management and variables of target method, method of using the incentives, attitude towards change, adoption of methods and techniques of coordination.

Hozouri (2006) in research with title "Investigate the relationship between participatory management, job satisfaction and tendency to change in employees of Payame Noor University" investigated relationship between participatory management, job satisfaction and tendency to change in employees. The results indicated that job satisfaction rate of employees with regard to the authoritative and participative management style is different and in units that participative management style is higher, higher employee's satisfaction rate is higher.

1.5 Research Objectives

1.5.1 Main Objectives of research

Investigate the relationship between participative management and professional ethics in Social Security Organization Yasouj

1.5.2 Sub-Objectives of research

Investigate the relationship between factors of participative management and Responsibility of employees in Social Security Organization Yasouj

Investigate the relationship between factors of participative management and Honesty of employees in Social Security Organization Yasouj

Investigate the relationship between factors of participative management and loyalty of employees in Social Security Organization Yasouj

Investigate the relationship between factors of participative management and commitment of employees in Social Security Organization Yasouj

Investigate the relationship between factors of participative management and Superiority of employees in Social Security Organization Yasouj

1.6 Research Hypothesis

1.6.1 Main Hypothesis of research

There is a significant relationship between participative management and professional ethics in Social Security Organization in Yasouj

1.6.2 Sub- Hypothesis of research

First sub- Hypothesis: There is a significant relationship between participative management and Responsibility of employees in Social Security Organization in Yasouj

Second sub- Hypothesis: There is a significant relationship between participative management and Honesty of employees in Social Security Organization in Yasouj

Third sub- Hypothesis: There is a significant relationship between participative management and justice of employees in Social Security Organization in Yasouj

Fourth sub- Hypothesis: There is a significant relationship between participative management and loyalty of employees in Social Security Organization in Yasouj

Fifth sub- Hypothesis: There is a significant relationship between participative management and empathy of employees in Social Security Organization in Yasouj

Sixth sub- Hypothesis: There is a significant relationship between participative management and Superiority of employees in Social Security Organization in Yasouj

Seventh sub-Hypothesis: There is a significant relationship between participative management and Respect for others in Social Security Organization in Yasouj

Eighth sub-Hypothesis: There is a significant relationship between participative management and Respect to social values in Social Security Organization in Yasouj

2. Materials and methods

2.1 Research Methodology

The aim of this study is to evaluate the impact of participative management on professional ethics of employees in Social Security Organization in Yasouj. According to the purpose of study, the present research is applied research. Also according to way of data collection (research project), the present study are descriptive research. In classification based on the type of research, this study is correlational research. The population of the study consisted of all

employees of in Social Security Organization in Yasouj which 86 persons were selected as the subjects of the study. In this research, questionnaire was used as a data collection tool. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). For analyzing data is used descriptive and inferential statistics by using the SPSS software. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts. The internal reliability of the items was verified by computing the Cronbach's alpha. A group of 30 persons were selected from the subjects and the questionnaire distributed among them. Cronbach's alpha values was obtained for total of questionnaire factors is higher than 0.80 which shows that our research variables are reliable and there exists internal consistency between them. Reliability of collaborative management questionnaire tested in table 2.

Table 2. Cronbach's alpha coefficient for participative management Factors

Factors	Cronbach's alpha
Participation in the goal setting	0.904
Participation in decision-making	0.895
Participation in solving the problems of organization	0.851
Participation in the change and transformation of the organization	0.86

Reliability of professional ethics questionnaire with eight variables include Accountability, Honesty, Justice, Loyalty, Sympathy, Superiority, Respect for others and Respect for social values tested in table 3.

Table 3. Cronbach's alpha coefficient for professional ethics Factors

Factors	Cronbach's alpha
Accountability	0.851
Honesty	0.876
Justice	0.858
Loyalty	0.849
Sympathy	0.874
Superiority	0.858
Respect for others	0.856
Respect for social values	0.863

3. Discussion and results

3.1 Descriptive Data

Gender of respondents are: 68 people man (%79.7) and 18 people female (%20.93).

Table 4. Gender of respondents

Gender	Frequency	%
man	68	79.07
female	18	20.93
Total	86	100

The educational background of the participants are; 24 people Under diploma ,64 people diploma, 44 people have super- diploma, 53 people have Bachelor, 11 people Master degree and higher.

Table 5. Educational background

educational background	Frequency	%
diploma	5	5.81
super- diploma	19	22.09
Bachelor	46	53.49
Master and higher	16	18.6
Total	86	100

Experience of respondents are: 5 people under 5 years (%5.81), 13 people 6 to 10 years (%15.11), 24 people 11 to 15 years (%27.9), 17 people 16 to 20 years (%17.76) and 27 people 21 to 30 years (%31.4).

Table 6. Experience of respondents

Experience	Frequency	%
under 5 years	5	5.81
6 to 10 years	13	15.11
11 to 15 years	24	27.9
16 to 20 years	17	19.76
21 to 30 years	27	31.4
Total	86	100

Age of respondents are: 7 people under 25 years (%8.14), 48 people 26 to 36 years (%55.81), 20 people 36 to 45 years (%23.25), 11 people over 46 years (%12.79).

Table 7. Age of respondents

Age	Frequency	%
under 25 years	7	8.14
25 to 36 years	48	55.81
36 to 45 years	20	23.25
over 46 years	11	12.79
Total	86	100

Table 8 describes the descriptive statistics of participative management questionnaire's include number of questions, mean, standard deviation and variance et al.

Table 8. Descriptive statistics of participative management questionnaires

Factors	N	min	max	Domain	mean	SD	sum
Participation in the goal setting	86	1.75	5	3.25	3.66	0.838	314.75
Participation in decision-making	86	1.67	5	3.33	3.73	0.878	320.67
Participation in solving the problems	86	2.75	5	2.25	3.63	0.59	312
Participation in the change of the organization	86	3	5	2	3.55	0.488	302.2

Table 9 describes the descriptive statistics of professional ethics questionnaire's include number of questions, mean, standard deviation and variance et al.

Table 9. Descriptive statistics of professional ethics questionnaires

Factors	N	min	max	Domain	mean	SD	sum
Accountability	86	1	5	4	3.68	1.124	6
Honesty	86	3.5	5	1.5	4.32	0.359	1
Justice	86	1	5	4	3.3	1.256	-
Loyalty	86	1.5	5	3.5	3.97	0.839	2
Sympathy	86	2	5	3	3.64	0.667	78
Superiority	86	3	5	2	3.84	0.71	4
Respect for others	86	3	5	2	3.84	-	3
Respect for social values	86	3	5	2	3.76	0.667	5

3.2 Inferential Statistics

3.2.1 Normality test of data

Normality test of data for factors of participative management questionnaires presented in table 10.

Table 10. Normality test of data for factors of participative management

Factors	error	Significant level	result
Participation in the goal setting	0.05	0.000	normal
Participation in decision-making	0.05	0.048	normal

Participation in solving the problems	0.05	0.025	normal
Participation in the change of the organization	0.05	0.085	Not normal

Normality test of data for factors of professional ethics questionnaires presented in table 11.

Table 11. Normality test of data for factors of professional ethics

Factors	error	Significant level	result
Accountability	0.05	0.000	normal
Honesty	0.05	0.031	normal
Justice	0.05	0.027	normal
Loyalty	0.05	0.001	normal
Sympathy	0.05	0.000	normal
Superiority	0.05	0.000	normal
Respect for others	0.05	0.004	normal
Participation in the change of the organization	0.05	0.000	Not normal

3.3 Research Hypothesis

Main Hypothesis: There is a significant relationship between participative management and professional ethics in Social Security Organization in Yasouj

Table 12. Correlation between participative management and professional ethics

Title	value
Pearson correlation coefficient	0.437
Significant level	0.000

The table 12 shows the results of the Pearson correlation coefficient between the participative management and professional ethics. As shown in table 12, the Pearson correlation between participative management and professional ethics is 0.437 which shows a strong correlation and desirable. So, there is a significant relationship between participative management and professional ethics in Social Security Organization in Yasouj with 95% confidence.

First sub- Hypothesis: There is a significant relationship between participative management and Responsibility of employees in Social Security Organization in Yasouj

Table 13. The correlation coefficient between participative management and accountability

Title	Pearson correlation	Significant
Participation in the goal setting	-0.154	0.153
Participation in decision-making	0.63	0.000
Participation in solving the problems	0.617	0.000
Participation in the change of the organization	-0.015	0.888

The table 13 shows the results of the data analysis indicated that significant level between participative management and accountability is 0.000. So, there is a significant relationship between participative management and accountability in Social Security Organization in Yasouj with 95% confidence.

Second sub- Hypothesis: There is a significant relationship between participative management and Honesty of employees in Social Security Organization in Yasouj

Table 14. The correlation coefficient between the participative management and Honesty

Title	Pearson correlation	Significant
Participation in the goal setting	-0.113	0.229
Participation in decision-making	0.443	0.000
Participation in solving the problems	0.403	0.000
Participation in the change of the organization	-0.008	0.994

The table 14 shows the results of the data analysis indicated that significant level between participative management and Honesty is 0.000. So, there is a significant relationship between participative management and Honesty in Social Security Organization in Yasouj with 95% confidence.

Third sub- Hypothesis: There is a significant relationship between participative management and justice of employees in Social Security Organization in

Yasouj

Table 15. The correlation coefficient between the participative management and justice

Title	Pearson correlation	Significant
Participation in the goal setting	-0.215	0.046
Participation in decision-making	0.582	0.000
Participation in solving the problems	0.584	0.000
Participation in the change of the organization	-0.17	0.118

The table 15 shows the results of the data analysis indicated that significant level between participative management and justice is 0.000. So, there is a significant relationship between participative management and justice in Social Security Organization in Yasouj with 95% confidence.

Fourth sub- Hypothesis: There is a significant relationship between participative management and loyalty of employees in Social Security Organization in Yasouj

Table 16. The correlation coefficient between the factors of participative management and loyalty

Title	Pearson correlation	Significant
Participation in the goal setting	-0.13	0.231
Participation in decision-making	0.653	0.000
Participation in solving the problems	0.646	0.000
Participation in the change of the organization	0.007	0.247

The table 16 shows the results of the data analysis indicated that significant level between participative management and loyalty is 0.000. So, there is a significant relationship between participative management and loyalty in Social Security Organization in Yasouj with 95% confidence.

Fifth sub- Hypothesis: There is a significant relationship between participative management and empathy of employees in Social Security Organization in Yasouj

Table 17. The correlation coefficient between participative management and empathy

Title	Pearson correlation	Significant
Participation in the goal setting	0.132	0.227
Participation in decision-making	0.712	0.000
Participation in solving the problems	0.618	0.000
Participation in the change of the organization	0.598	0.000

The table 17 shows the results of the data analysis indicated that significant level between participative management and empathy is 0.000. So, there is a significant relationship between participative management and empathy in Social Security Organization in Yasouj with 95% confidence.

Sixth sub- Hypothesis: There is a significant relationship between participative management and Superiority of employees in Social Security Organization in Yasouj

Table 18. The correlation coefficient between participative management and Superiority

Title	Pearson correlation	Significant
Participation in the goal setting	0.175	0.107
Participation in decision-making	0.627	0.000
Participation in solving the problems	0.662	0.000
Participation in the change of the organization	-0.078	0.473

The table 18 shows the results of the data analysis indicated that significant level between participative management and Superiority is 0.000. So, there is a significant relationship between participative management and Superiority in Social Security Organization in Yasouj with 95% confidence.

Seventh sub-Hypothesis: There is a significant relationship between participative management and Respect for others in Social Security organization in Yasouj

Table 19. The correlation coefficient between participative management and Respect for others

Title	Pearson correlation	Significant
Participation in the goal setting	0.208	0.798
Participation in decision-making	0.605	0.000

Participation in solving the problems	0.699	0.000
Participation in the change of the organization	0.049	0.655

The table 19 shows the results of the data analysis indicated that significant level between participative management and Respect for others is 0.000. So, there is a significant relationship between participative management and Respect for others in Social Security Organization in Yasouj with 95% confidence.

Eighth sub-Hypothesis: There is a significant relationship between participative management and Respect to social values in Social Security Organization in Yasouj

Table 20. The correlation coefficient between participative management and Respect for social values

Title	Pearson correlation	Significant
Participation in the goal setting	-0.215	0.000
Participation in decision-making	0.582	0.000
Participation in solving the problems	0.584	0.000
Participation in the change of the organization	-0.17	0.000

The table 20 shows the results of the data analysis indicated that significant level between participative management and Respect for social values is 0.000. So, there is a significant relationship between participative management and Respect for social values in Social Security Organization in Yasouj with 95% confidence.

4. Conclusion

4.1 Conclusion and Recommendations

The aim of this study is to evaluate the impact of participative management on professional ethics of employees in Social Security Organization in Yasouj. Research findings are as follows: There is a significant relationship between participative management and professional ethics in Social Security Organization in Yasouj; also, there is a significant relationship between participative management and responsibility of employees, honesty of employees, justice of employees, loyalty of employees, empathy of employees, superiority of employees, respect for others and expect to social values in Social Security Organization in Yasouj. Since there is a significant positive relationship between participative management and professional ethics, therefore correct implementation of cooperative management systems in the organization leads to increase of professional ethics of employees. Also, researchers can investigate the relationship between participatory management and variables such as job satisfaction, organizational support, organizational commitment, etc. The results showed that the participative management had influence on factors of professional ethics and can be said that employee's participation in determining the goals and values of the organization determines the actions of employees towards the benefit of organizations. Results of studies show that participation in goal setting improves the performance. The prerequisites for participation of employees and delegation of authority to employees is essential in Social Security Organization. Since human capital are the most important factors in increasing productivity and efficiency and, ultimately, the effectiveness of the organization and this can be achieved only with the people participation in decision-making, therefore through education and culture of participative management can be provided backgrounds of professional ethics and the organization effectiveness. Also, Participative management system have to be implemented gradually and its elements to be strengthened in organization. Use of suggestions system as a practical model of participative management system and strengthening, expansion, improvement and monitoring of the system is recommended. Finally, has to be created suitable human relationships between managers and employees.

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