MANAGERIAL ETHICAL DECISION MAKING FOR SUSTAINABILITY

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INTRODUCTION

The roles managers in the organizations are being classified or categorized as Interpersonal role, information role, decisional role and the managers are expected carry out the overall spread of activities and make decisions to improve the performance of the business units, to deal with crisis management, to allocate resources among members and to negotiate for resources for the maintenance (Mintzberg 1973).

According to Hamel (2012), a leader is a steward i.e. fealty-a propensity to view the talents and treasure at one's command as a trust rather than means for personal gain; charity- a willingness to put the interest of others ahead of one's own; prudence – A commitment to safeguard the future even as one takes advantage of the present; accountability- a sense of responsibility for the consequences of one's action; and equity- a desire to ensure the reward are distributed in a way that corresponds to contribution rather than power.

In the case of decision making, the managers may make decisions: good and bad, rational and irrational decisions, ethical and unethical decision are normally based on the quality and amount of information they are able to gather and the extent of the managers perceive the reliability and validity of the information. In such as case, it is found that decisions made by the managers are sometimes contradicting and do not conform to the expectation of the decisions. Thus, some business organizations seem to perform better than the others is partly due how strategic, rational or ethical decisions are made by the managers. These three types of decision are all significant to the performance of the organization and for building trust. However , ethical decision making of managers seems to be regarded as crucial in value matter which is currently of great concern for sustainable government and private sectors. The organizations, either government or private have the objectives to fulfil: Social, political, economic, technological,

as well as global objectives. Then, it is important to determine and examine factors that contribute to the process of ethical decisions at workplace. These include the decision making process, cultural dimensions, cognitive competence, personality, organization structure and job design, ethical perception, moral intuition and moral intensity. Each of these factors are explained.

DECISION MAKING PROCESS

Managers make decisions to solve problems which can be classified as structured problems and non-structured problems. The structured problems are quite easy to handle as compare to non-structured.

The characteristics of structured problems are clear (not confused), evident , understood , not vague , not difficult. The outcomes of these structured problems can be easily expected and predicted and viewed. In the case of non-structured problems, they are more difficult , not cleared, unimaginative, confused and no evidence. The outcomes of the non structured problems seem to be difficult to expect and predict and puzzles.

At the workplace, the managers make decision based on programmed decisions and non-programmed decisions. Programmed Decisions are found to be much easier, faster, immediate, just, explained, imaginative and are ready at any moment. Managers with non-programmed decisions are slow, delayed, postponing, non-decisive, unjust, illegitimate and sometimes shocking.

The decision making is perceived as a "test" or a "challenge" for the decision makers. This is because every decision madewill reflect the individual personality trait, behavior, attitude and competence of the decision makers. Managers, for instance, who make decision based on sound judgment (rational) tend to make better decision that those managers who make decisions based on perception. At the same time those who are positively or negatively affected by the decisions are able to assess and assume the making is based on capabilities and motives of the decision makers . The effects of decision making on organizational behavior performance include: Employee Commitment Participation, involvement, job SatisfactionProductivity, efficiency, effectiveness, employee Motivation, morale and trust.

Trust

The managerial behavior (character) found to be associated with trust: Thorough, Systematic, Pragmatic (practical & adaptable), Determined, Enthusiastic, Outgoing, Persuasive, Clarity, integrity, consistency , competence, showing trustworthy through speaking (How does a manager speak?).

In the case of Malaysia, the cyber laws (Computer Crime Act 1977; Multimedia and Communication Act 1998 , Digital Signature Act 1997) and the future consideration for Electronic Transaction Act, the revision of Direct Selling Act 1993) and the suggestion for Anti-Pyramid Act are constructive instruments to control the cyber/multimedia explosion. On the part of the internet business, transparent and prudent corporate governance of internet business companies, good ethical conduct and being socially responsible, in fact, will certainly build and maintain the society's trust on the internet business.

The benefits of trust are numerous: effectiveness in communication, accuracy of information, job commitment, productivity, trust generates more trust, Trust leads to high managerial quality and administrative performance, performance leads to trust and good governance in the organization.

Decision Making Models

There are numerous models of decision making, namely bounded rationality model, optimal model, selective model and intuitive model. Each of the those models is briefly described:

Bounded rationality

How rational is the decision make by the managers? Organization is assumed as a structure of decision makers acting at times as individuals and at other times as groups. Herbert Simon (1957) indicated that the decisions are made under condition of bounded rationality, i.e. decision made under a number of external and psychological constraints . The managers have no perfect information and they do not seek out all the information available. The decisions are made based on the available limited experience, knowledge , exposure , time, memory and information and perception. Thus the decisions tend to be at the level of "satisfactory" (satisfying model), meaning that if the individual is satisfied with the present condition, no search is made more alternatives or better strategies (Wallace 1983,p.313).

Optimal Model

An optimal decision is a decision such that no other available decision options will lead to a better outcome. It is an important concept in decision theory. In order to compare the different decision outcomes, one commonly assigns a relative utility to each of them. If there is uncertainty in what the outcome will be, the optimal decision maximizes the expected (average) utility. In the financial condition, the equivalent problem of minimizing loss is considered, where the utility is defined as economic gain.

"Utility" is only an arbitrary term for quantifying the desirability of a particular decision outcome and not necessarily related to "usefulness." For example, it may well be the optimal decision for someone to buy an imported car rather than a local car, if the outcome in terms of another criterion (e.g., effect on personal image) is more desirable, even given the higher cost and lack of versatility of the imported car.

Intuitive model

The problem of finding the optimal decision is a mathematical optimization problem. In practice, few people verify that their decisions are optimal, but instead use more intuitive approaches to make decisions that are "good enough."

Intuition is an ability to know when or opportunity exist and to select the best course of action without conscious reasoning (Mc Shane, Von Glinow 2008,p.234). It is based on one's experience or tacit knowledge that intuitive decision making is applied. Most of us are used to making intuitive decisions in our daily life: As soon as subjective judgment is involved, rational reasoning is very difficult to apply. Intuitive decision making sometimes it is referred to as gut feeling, sixth sense, inner sense or instinct.

The question cannot be whether rational reasoning or intuitive decision making is generally better. The question is rather in each individual case how both approaches can be best combined for optimal results.

CULTURE INFLUENCING DECISION MAKING

Management is a process (info gathering, filtering, synthesis, problem solving) of planning, organizing and control (plan-do-Act). The sociological dimensions in management and organization provides an opportunity for us to understand the behavioural, sociological and political interaction among regional, national and organizational members. The sociological perspective will tie all these differences in order to understand why different people see,

behave and act differently. Thus, it leads to eradication of egoism, group fanaticism and individualism.

Management is not just about techniques, it's about value (what's important?, belief (what is right, what is wrong"), norm (this is how we do it). If we believe that belief, value, norm, artifacts (Schein 2010), assumptions and understanding are management or organization culture, then it is possible that managers make decisions which are also influenced or affected by the this organizational culture. If the organization culture is considered "good " or excellent ,there is a strong argument that managers make decisions which tend to be more "fair and just" than when the managers belong to "dysfunctional" or " bad" organization culture. Thus we have seen why some managers make different decisions   when solving similar situations.

Besides, organizational culture, there is a strong agreement that national culture could also play a   significant influence   on the decision making process of the managers. Hofstede (2001) classified national culture in 4 dimensions: Power Distance, Individualism vs Collectivism; Masculinity vs Femininity,   Uncertainty avoidance and long term orientation. Table 1 describes each of the dimensions

Cultural Value (Jenkins 2001)

Every culture has a set of moral and social values. These derive over the pre-history and are modified with each generation. Some cultures or societies change faster than others, but there is a stability found in a common set of values.

These values, true enough, are often held as ideals more than implemented as realities. Still, the accepted set of values, ideals, goals and standards are part of the character of a "culture."

It is a basic goal of every culture, tribe or nation to maintain its own identity as a group. The specific values found in a certain culture will relate to this maintenance.

There are areas which define the common aspects of values found in all human societies. These have been developed by sociologists and anthropologists in great detail. Here are some of the ranges of cultural values.

Diversity-Similarity: In order to maintain a group identity, there has to be some definition and expectation about similarity. Most societies have a recognizable range of acceptable differences which are *tolerated*. The USA,

for instance, is highly *individualistic,* allowing a wide range of variation in personal beliefs, lifestyle, activities and affiliations. Yet there are expected standards (though often vague) for patriotism and loyalty. Some socieites are *very rigid* in their requirements for acceptable behavior.

Change-Stability: Much of the identity of a society consists in its social institutions, discussed earlier. If these institutions change too much, the society may become unstable, threatening the identity of the tribe or nation. This may involve political change, acceptable language, conformity in role or attitude.

Significant and Insignificant Factors: Societies vary in their stress on various human characteristics, that is some societies value the same human characteristic more than others.

Some societies stress valor in war, thus killing and defense may *become positive* values. In a prolonged period of peace, these *values may diminish* in importance.

Independence of thought is valued by some societies but not others. Some nations are noted for mechanical efficiency, others for intellectual achievement.

These give an idea of differences arising between cultures due to differences in value systems.

ETHICAL DECISION MAKING

Ethical values are recognized as one of the crucial important in the era of globalization. Today, the world or the global economy is seen as competitive, fierce, borderless, flat, liberalized, democratized anddynamic. The financial scandals and moral lapse had made ethic and lapses of moral values gained emphasis on ethics and morality. Building collapse in the construction industry, Wall Street meltdown, "ninja loans' (giving loans to borrowers who have no income, no job, no asset), failed bank experienced due to poor Management i.e. poor loan policy, inadequate loan identification systems, non-existent or poorly followed asset/liability management and corruption are cases in point. Computer crime such as internet gambling, illegal internet share trading, illegal internet "get-rich-quick" scheme, internet fraud, sex-cyber, illegal internet "pyramid systems" are found to affect the integrity and sustainability of financial sector. In the case of internet buying and selling involves cross-border transaction, problems of sale contract and purchase agreement between two or more parties from different countries (on-line contract) and negotiations need to be solved immediately.

Ethics is a code of principles and values that govern the behavior of the people with respect to what is morally right and morally wrong and it goes far beyond the law (Daft 2011, p.395).

In order to understand more about ethical decisions, it is important to evaluate the ethical decision making outcomes based on the following justice: distributive, procedural and interactional justices.

Distributive justice (Maiese, Michelle. 2003)
- Distributive justice is concerned with the fair allocation of resources among diverse members of a community. Fair allocation typically takes into account the total amount of goods to be distributed, the distributing procedure, and the pattern of distribution that results.
- Because societies have a limited amount of wealth and resources, a question arises as to how those benefits ought to be distributed. The common answer is that public assets should be distributed in a reasonable manner so that each individual receives a "fair share." But this leaves open the question of what constitutes a "fair share."
- Various principles might determine of how goods are distributed. Equality, Equity, and Need are among the most common criteria.[1] If equality is regarded as the ultimate criterion determining who gets what, goods will be distributed equally among all persons. (In other words each person will get the same amount.) However, due to differences in levels of need, this will not result in an equal outcome. (For example, every incoming freshman to a local college with a grade point above 3.0 might be offered a $500 scholarship. This is a nice reward for students and parents who can afford the remaining tuition, but is of no help to families that cannot afford the additional $6000/year fee to attend the school.)
- Another possibility is to proceed according to a principle of equity, and distribute benefits in proportion to the individuals' contribution. Thus, those who make a greater productive contribution to their group deserve to receive more benefits. (Thus, in theory, people who work harder in more valuable jobs should earn more money.) This sort of distribution is typically associated with an economic system where there is equal opportunity to compete. In competitive systems, wealth or goods might also be distributed according to effort or ability.
- Or, we might distribute goods according to need, so that an equal outcome results. Those who need more of a benefit or resource will receive more, as occurs when colleges offer needs-based scholarships.
- Some suggest a system of competition that includes safety nets for those who cannot compete. This sort of system combines the principle of equity with that of need. It attempts to reward people for

their productivity at the same time that it ensures their basic needs are met.
- Finally, we might distribute resources according to social utility, or what is in the best interests of society as a whole.

The Significance of Distribution Procedures and Outcomes
- In his *Theory of Justice*, John Rawls claims that one's place of birth, social status, and family influences are matters of luck that should not unduly influence the amount of benefits we receive in life. He maintains that the job of distributive justice is to limit the influence of luck so that goods might be distributed more fairly and to everyone's advantage.
- Robert Nozick, on the other hand, believes that distributive justice is a matter of setting down rules that individuals should follow in acquiring and transferring resources and benefits. The aim of distributive justice is not to achieve any particular outcome of distribution, but rather to ensure a fair process of exchange.
- Others think that distributive justice must be a matter of both process and outcome.
- They believe that the processes of distribution must be fair in order for people to feel that they have received a fair outcome. Insofar as it is linked to the notion of fair processes, distributive justice has ties to concerns about procedural justice.
- In some cases, the thing to be distributed is not a benefit, but a burden. For example, one might be concerned with the fairness of allocation of punishments, which is connected to retributive justice.

Why Distributive Justice Matters
- According to the theory of relative deprivation, a sense of injustice is aroused when individuals come to believe that their outcome is not in balance with the outcomes received by people like them in similar situations.[3] When people have a sense that they are at an unfair disadvantage relative to others, or that they have not received their fair share, they may wish to challenge the system that has given rise to this state of affairs. This is especially likely to happen if a person or groups' fundamental needs are not being met, or if there are large discrepancies between the "haves" and the "have-nots." (See Rich/Poor Conflicts)
- While it is clear that skin color or religion should not be valid criteria of distribution, real-life experience suggests that such factors often turn out to be quite significant. In the United States, as elsewhere, issues of distributive justice are connected to concerns about systemic poverty and racism, and questions about the fairness of affirmative action -- policies that grant preferential treatment to particular racial or gender groups.

- Societies in which resources are distributed unfairly can become quite prone to social unrest. For example, "since the colonial period, unfair land distribution and the prevailing agricultural economic system have been the prime causes of armed and civil resistance in Guatemala ." While national and international elites enjoy largely unrestricted access to communal lands expropriated from the Maya, the majority of Guatemalans live in poverty, on farms smaller than those required to feed the average family. This sort of land distribution violates principles of equality, equity, and need, and therefore generates conflict.
- Redistribution of benefits, on the other hand, can sometimes help to relieve tensions and allow for a more stable society. Such redistribution can be an important component of social structural changes to remedy injustice.

MANAGERS' COGNITIVE PERSPECTIVE

The ethical decision is a factor of cognitive perspective of the managers. It is proposed the ethical perception of managers and moral intuition influence the ethical judgment and ethical behavior intention of the managers. Ethical perception is concerned with the individual 's recognition, sensitivity, and moral awareness of the moral issues. It is the ability of the managers to interpret how an act will affect oneself or others involved (Jones1991, Starkey 2006;moores & Chang 2006).   The ability to perceive ethical problems is important because the managers can make ethical judgment if they can notice those problems.

Manager's behavioral styles/ personality Traits

Ethical decision making is influenced by the behavioral styles of managers . The behavioral styles or types are authoritative, autocratic, democratic, participative and laissez-faire. In the case of understanding the psychological types of managers, the Myers-Briggs Type Indicator (MBTI) assessment is designed to measure psychological preferences in how people perceive the world and make decisions These preferences were extrapolated from the typological theories proposed by Carl Gustav Jung and first published in his 1921 book Psychological Types(English edition, 1923. Fundamental to the Myers-Briggs Type Indicator is the theory of psychological type as originally developed by Carl Jung. Jung proposed the existence of two dichotomous pairs of cognitive functions (Table 1):

- The "rational" (judging) functions: *thinking* and *feeling*
- The "irrational" (perceiving) functions: *sensing* and *intuition*

Table 1

Four dichotomies

Dichotomies
Extraversion (E) – (I) Introversion
Sensing (S) – (N) Intuition
Thinking (T) – (F) Feeling
Judging (J) – (P) Perception

Other model that explains personality traits such as the Big Five Personality Dimensions (OCEAN) i.e. extraversion, agreeableness, conscientiousness, emotional stability and openness to experience.

Dimension O.   Openness to new experiments, intellectual curiosity, culture, imagination.

Dimension C. The conscientious character describes socially prescribed modes of control of impulse and is revealed through by the fact of being scrupulous, persevering, ordered and worthy of confidence.

Dimension E.   Extraversion or tendency to be sociable, to enjoy discussion, to be impulsive, expansive, to have positive emotions.

Dimension E.   Agreeableness. A pro-social orientation towards others and includes features such as altruism, confidence, modesty and gentleness.

Dimension N.   Neuroticism.Anxious, unstable, melancholic and nervous behavior.

ORGANIZATION STRUCTURE AND JOB DESIGN

The organization structure plays a significant role determine the ethical decision making. This is because organization structure determines power, authority, position, leadership influence, relationship, networking, communication channel, information integration, work teams and culture. Effective organization structure brings energy to employees, determines organization strategy, reduce interpersonal and interdepartmental conflict, clear line of span of control and understanding of decision making process . All in all, it creates competitive advantage.

In the case of decision making, the organization could decide on the degree of autonomy and authority of the decision maker. The decision making can be ranged from centralization to decentralization. The centralized decision making is when top management make final decision. Organizational budget, awards of contracts, selection of managerial positions, business policies, rules and regulations are examples. Various committee are formed to undertake the decisions. Whereas, decentralized decision making allows including division and departmental managers, specialists make final decisions on the operational issues which are in line with the standardized and formalized management guidelines.

In designing the organization, there are a number of organization structures that managers can opt depending on the internal environment and external environment the organizations are dealing with. They are:

Bureaucratic structure

As the organizations grow in size, bureaucracy cannot be avoided. In this bureaucratic structure, emphasis is on standardization, formalization, specialization for effective coordination. Rigidity is the game. Policies rules and regulation, standard operating procedures (SOP) are clearly outlined to avoid vagueness in making decisions. Span of control, lines of authority, roles and responsibility and accountability arespelled out committees are formed. Employee manuals are published and distributed to ensure work rules are understood and followed.

We could see this bureaucratic structure in the government sector. This type of structure could be fully avoided in the government sector because the main focus of this structure is on compliance and efficiency (do things right) rather than on effectiveness (do the right thing). Promotion of employee, for instance is still based on seniority, being appointed, selected rather than based on election or purely based on performance (Key result area (KRA),key performance Index (KPI), Balanced Score Card (BSC)). However there is a government transformation initiatives to improve the delivery systems, increase transparency level and minimize bureaucratic process. 1M Call Centre (1MCC) introduced by Malaysian Government in November 2012 is the case in point.

Entrepreneurial Structure

It is found that the entrepreneurial structure is organized by the entrepreneurial firm which are managed by the entrepreneurs. In the structure, the focus is mainly to serve the customers who require fast, immediate decision, expect lowest cost operation with high efficiency and effectiveness. Flexibility, adaptive and innovative management is the rule of

the game. This entrepreneurial structure is usually found in the private sector organizations because of the competitive global market and economy. Most businesses are not just competing on innovative product and services but also compete based on customer services, after sale service and customer relationship management (CRM). The case of Air Asia is one of popular business cases. Air Asia is emphasizing on "Making Business Simply" with "step by step" online sales and ticketing, flight schedule options, check in, meal purchase, "hot seat booking", transportation, hotels, insurance and payment systems. Air Asia organization is considered a lean organization structure with its effective corporate communication.

MORAL INTENSITY

It is found that the ethical decision making is influence or explained by moral intensity, ethical perception and moral intuition of the managers or decision makers. In globalized business world of intense competition, dynamism, innovation, moral values of the individual is a crucial issue and of great concern. Jones (1991) proposed that moral intensity influences the moral decision making process because moral intensity indicates the perceived importance of ethics and social responsibility. Moral intensity consists of six components (Jones 1991):
1. Magnitude of consequences which refer to the sum of harms (benefits) felt by the victims arising from moral act.
2. Social consensus which refer to the social agreement of the proposed act as being either ethical or unethical
3. Probability of effect, which is likelihood that the act will take place and cause harms (benefits).
4. Temporal immediacy, which is defined as the perceived length of time between the act and its consequences.
5. Concentration of effect, which relates to the inverse function of the number of people affected by an act.
6. Proximity, which refers to how close the victim (socially, culturally, physically) to the decision maker.

Leitsch (2006) suggested that moral intensity has two dimensions: perceived corporate concern (magnitude of consequences, social consensus, probability of effect, temporal immediacy and proximity), and perceived involvement effect (concentration of effects) .

Ethical Perception

Ethical perception is concerned with managers' recognition of the moral issues. It is also similar to moral sensitivity or moral awareness which refers

to the ability to interpret how an act will effect oneself or other involved. It is suggested that the ability to perceive an ethical problem is important determining factor in ethical decision making process because an individual can only make an ethical judgment if he or she notice it and does something about it (Starkey, 2006)

Moral Intuition

Moral intuition refers to moral assessment and responses to behavior. Moral intuitions are filled with emotion, feeling, common sense and without any conscious awareness of having going through the process of reasoning and weighing of evidence or inferring (Woodward & Allman 2007).

Woodward & Allman (2007) also described that the contemporary philosopher means "moral intuition as moral assessments, judgments, or responses to behavior in actual or hypothetical scenarios, where these responses typically occur quickly or automatically and carry with them a strong feeling of authority or appropriateness but where one need not be (and often is not) aware of any conscious reasoning process that leads to this assessment. Intuition, in this sense, is meant to contrast with moral judgments that are reached on the basis of some extended process of deliberate or explicit reasoning. It is fast and spontaneous , filled with emotion and feeling and most of the time happen unconsciously.

Haidt (2001) described moral intuition as a sudden appearance in consciousness of moral judgment, including affective valence (good-bad; like-dislike) without any conscious awareness of having through the steps of search, weighing of evidence or inferring of the conclusion. According to Stagl (2006) moral intuition is similar to moral heuristics or " rule of thumb" whereby individual rely on heuristic or common sense in reaching moral judgment.

Sunstein (2005) proposed a set of heuristic:
> Cold-heart Heuristic: "Those who know they will cause a death and do so anyway, are regarded as cold-hearted monsters" (This is supposed to explain widespread opposition to cost-benefit analysis.)
>
> Fee Heuristic: "People should not be permitted to engage in wrongdoing for a fee." (This is supposed to explain opposition to emissions trading.)
>
> Betrayal Heuristic: "Punish, and do not reward, betrayals of trust." (This is supposed to explain opposition to safer airbags that cause some deaths.)

Nature Heuristic: "Don't tamper with nature" (a.k.a. "Don't play God") (This is supposed to explain some opposition to genetic engineering and cloning.)

Action Heuristic: "Don't do harmful acts." (This is supposed to explain why people see doing harm as worse than allowing harm, as in active vs. passive euthanasia and in vaccination policies.).

Risk Factors

The issue of severe risk factors also influence the ethical behaviour. It was found that individual has less intention to behave unethically when the risk increased in severity.

In doing business globally, certain cultural issues that require ethical concerns: These include, language, religion, gender and human rights.
Language

While English continues to be the international language of business, this does not mean that everyone speaks it. When doing business abroad, it's critical to be able to be fluent in the native tongue, both for reasons of etiquette and to better supervise the work of foreign partners. Additionally, any attempt to enter foreign markets demands that the producer know the language of its consumer.

Religion

A knowledge of religious practices is critical to operating abroad. In 2004, McDonald's tarred its own reputation in the Muslim world when it printed the Saudi Arabian flag on several takeout containers. The flag contains a verse from the Koran, which, Muslims believe, should never be placed on an object that is intended to be thrown out. Similarly, while a floor manager in a factory in the Islamic world should factor into providing separate prayer room for men and women and schedule his production including breaks for pray.

Gender

Gender plays an important role in global business both in regard to hiring labor and selling products to consumers. The tasks that women and men can be expected to perform differs from society to society. While in the Western countries , women are expected to do many of the same jobs as men and demand equitable pay, equal pay for equal work,   in a number of African nations, the work of women is confined to very specific roles, meaning that they may not make an appropriate labor force. With regard to consumers, businesses should be aware of what products women in different countries would and would not be likely to buy.

Human Rights

In doing business abroad, companies must consider a host of ethical questions relating to human rights. Human rights issues take many different forms in global business. These issues can range from the standards applied to working conditions--minimum wage, hours, safety--to the question of whether a business, by doing business in a particular country, is aiding an unethical government.

CONCLUSION

Ethical behavior and moral values are found to be of significant concern when the world economy is said to be global, hyper competitive and continuous innovation. Financial fraud, corruption, man-made disasters, unfair employment practices, child labour and illegal trade are examples.
 There are numerous factors that influence ethical behaviour and ethical decision. These include both the contextual (organizational structure and good governance) factor the personal factors, i.e. Personality, moral intensity, ethical perception and moral intuition.

Designing effective organizational structure will determine good governance when roles and accountability, coordination and control mechanism including early warning system (EWS) of the financial distress, formalization of rules and regulations and standardization and specialization of works are clearly spelled out and communicated to the individual manger and employee. As such the behaviour, habits and attitudes of managers and employees can be assessed and decisions are programmed.

The personal factors of manager and employees are found to be quite complex and the problems are non-structured. Thus it not easy to monitor and control because the personality types of individuals are sometimes influenced by the experience, educational background and spiritual or moral values.

Ethics and moral disposition go beyond the law. When the society or nation are facing with high moral intensity, low moral sensitivity and awareness and dysfunctional culture, unethical behavior and unethical decision process seem to expose. All in all, cultural transformation can possibly instil moral values and reduce or eliminate unethical behaviour i.e. unethical decision making

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