The Role of Organizational Power in Enhancing Ethical Values

Haneen R. Rasheed[1], Suhair Adil AL- Jader[2]

[1]Department of Public Administration. College of Administration and Economics. University of Baghdad. Iraq

[2]Department of Business Administration. College of Administration and Economics. Baghdad University. Iraq

Abstract: *The research started with a fundamental problem about the role of the organizational power of top management managers in supporting policies that enhance the ethical values of the employees in the transport projects implementation company. The organizational power was considered an independent variable and the ethical values are a dependent variable. The questionnaire was used as a main research tool for collecting data and information. The questionnaire was distributed to a society of 120 individuals at the low administrative levels. 102 questionnaires were adopted from the research community. The hypotheses were examined through correlation and regression analysis and a significant correlation between organizational power and ethical values and relationship has a significant effect on organizational power in ethical values.*

Keywords: Organizational Power, Ethical Values

1. Introduction

The world today is witnessing great changes and which may constitute a threat or opportunities for organizations. These quick changes need to human power efficient and knowledgeable capable of dealing with these changes to maintain and survival organizations. And that the organizations interact with the external environment to affect and are affected by therefore they need to organize humane in order to direct their work and provide material and moral services to achieve organizational goals and solve the problems faced by. As the phenomenon of power in the organizations occupied an important space in human thought and received great attention from scientists and researchers in the fields of social sciences, human and administrative and the term organizational power includes a human dimension if used fairly to any member of the organization , This phenomenon has a great role in the administrative work because it is embodied in both formal and informal relations and interaction between them and between many different behaviors in any organization, The importance and impact of this phenomenon are linked in different aspects and strategic directions in the organization, so organizations today aspire to achieve the goals and strategies and survival their competitiveness they need to have individuals with an influential organizational power.

The importance of the study of ethical values as it represents the basic pillars of any organization that organize social relations between people and determine the correct behavior and unacceptable within the organization and any imbalance in values resulting in a defect in relations, Each organization has its own ethical values, which differ from other organizations and is reflected in the difference in the performance and the working style of the organization, And the organizations face many challenges posed by a number of developments in different fields economic, political, financial and other, which requires focusing on the ethical values of the Organization and the role of the top management is one of the most important factors leading to

find new ways to deal with these developments and enhancing the values, Because ethical values are the way out of crises and adapt to changes in the external environment, the best way to achieve succeed is long-term interest to ethical values and to enhance its position among employees to develop and improve the quality of work.

The importance of research in highlighting the role of the organizational power of the top management in enhance the ethical values of the employees of the organization and fixing these values in the work of the organization, which leads to the achievement of the goals of the organization and its success.

2. Literature Review

2.1 Organizational Power

The oldest form of use of power is the exercise of the bureaucratic theory of the German sociologist Max Weber (1920- 1864). The view of power was a physical or military view based on focus of the power in the hands of top management exclusively for those who had the knowledge ,experience and resources in the organization [1]. Power is simply the ability to make others do what one wants them to do to the interests of the Organization. If the power is used in a positively the organization achieves high levels of organizational effectiveness and thus achieves success and superiority. If the power is used negatively, including selfishness or the use of methods of tricks, aggression and violence, this will lead to the loss of power in the organization and the establishment of an inefficient and troubled organization [2]. (Yukl) defined "power as the ability of an individual or group to influence events, objects or behavior of individuals and organizational decisions in a given period of time" [3], (Hersey et al.) Refers to "the ability to change the behavior of a person or group of people to desired behavior and to achieve the goals of the organization" [4], and (Luthans) defined "is the ability of managers in an organization to influence the behavior of

individuals and groups to change or overcome the resistance to change and to get the individuals who do so in order to achieve the goals of the organization" [5] , The researchers define organizational power as the ability of an individual or organization to influence various individuals and to make decisions in the organization through the power derived from personal characteristics or power derived from the function position in order to achieve the organization's current and future goals.

Understanding the reality of power is major to understanding the organization's functioning and management and how it operates under certain circumstances. The importance of organizational power lies in the important impact of organizational power in operations and in long-term strategic plans. This is clear in the strategic work decisions of the Organization Taken from presidents, managers and in collaboration with working individuals [6] , The impact of organizational power on social relations within the organization's working environment, formally or informally, and the ability to solve problems and conflicts within the organization, as well as the impact it makes between working people and make them do what managers want them to do [7] . Includes power dimensions from:

- **Expert power**

This power is based on the scientific and practical experience acquired by the individual, which means the ability to control the behavior of others or influence them by having a special knowledge of the job regardless of the position they take [8] , describes (gerow) Expert power as the ability to deal with the organization's situational conditions through the two main components of expertise: the knowledge and information had by the individual because of their high influence in decisions [9] . When managers or top management have experience in their field, they are more able to provide advice and guidance to other employees who take it all on the basis that it is the right experience that addresses the problems and achieves the best results for the organization's work. Individuals are more influential than expert opinions [10] , Expert power is achieved in when that people trust the abilities of managers and their special skills in how to manage the work and problems wisdom and provide them with a better understanding of the performance of tasks and provide the best solutions and ways to work to reach the final goals [11] .

- **Structural Power**

This power is defined as the ability of managers within the organization hierarchy to make decisions and actions that are at the core of the work and to influence individuals to perform their specific functions through the power of the position they take and the source of which is the law, policies, regulations, and regulations of the organization [12] , Structural power is specific within the structure of the organization. The structure affects the communication and flow of information within the organization and is based on top organizational levels [13], Managers at these levels are the only ones who have the power to put appropriate strategies, policy-making, resource allocation, decision-making, and the identification of activities and events within the organization ([14] , The structural power holders also put appropriate action

guidance in the right direction and they give the final word in all things because of the power of the position they take and the members to implement it [15], As a result of changing circumstances in the political, economic and technological environment, organizations are required to build a structural power capable of responding to and dealing with such conditions to increase their strategic capabilities and to be able to survive and develop their work [16].

- **prestige power**

The prestige is the reputation enjoyed by the individual and the degree of respect and appreciation that he enjoys and depends on the characteristics of personal and social, and to obtain prestige power is not easy because it needs intelligence and experience and acceptance of others and achieve expectations, whenever the behavior of the individual meets the expectations of individuals whenever accepted Great [17], And that this power is based on good reputation and external appearance, therefore, the impact on individuals is great for the power of the owner of this power of importance attached to him from others as well as the relations enjoyed by the outside of the organization of belonging to foreign associations or organizations that give him a source of power [18], It is explain that prestige power is not only within the organization but also extends outside the organization because of the person's personal prestige and respect and appreciation of others in the general environment which stems from the cultural and educational level and personal excellence and external activities that make him a person who has a great influence on individuals [19], In order for managers to achieve high power, they must take care of the social issues within the organization, improve communication, reduce the gap between them and employees, and maintain social convergence, thus achieving business requirements while recognizing the interests and feelings of others. And balance the interests of others and the interests of the Organization [20].

2.2 Ethical Values

The concept of "values" may be one of the important concepts in organizational behavior, in which there are many views and opinions. (Berson & Dvir), as general goals that individuals seek to live, are consists through experience and learning [21] , (Jones) suggests that values are the general or directed path used by individuals to determine what type of desired or undesirable behavior.

The term "ethics" has been defined as a set of meanings, qualities and beliefs inherent in the self, under which individuals determine what is the right and wrong behavior [22], (Ivancevich & Matteson) also defined it as an individual's personal beliefs about whether behavior, activity, or decision is true or false [23].

After we know the concepts of values and ethics we can identify the concept of ethical values that add the two terms and different interpretations to determine the concept of ethical values, because it can't be observed directly, but through the behavior of others in all areas of life . Ethics has been defined in the law and the punishments for the violator are set which conduct behaviors that do not comply with

ethical standards, but not all ethic provisions are defined by law, so it is necessary for top management to define a set of values and to be clearly disclosed in order to activate them in work practices and to achieve an ethic reputation for the organization [24], ethical values have been defined by several definitions, which(Audi) has defined as a guide to how an individual behaves correctly when faces an ethical dilemma [25], (Hardy & et al) are organized standards of thoughts, feelings and human behavior in line with general values in society [26], While (kaur) defined them as the values that form human relations and which are instilled in individuals in order to deal with society and which are derived from religion, customs and traditions [27], The researchers define ethical values as a set of ethical rules that individuals believe in it and derive from religion and law and act as a guide to their good behavior and in their interaction with others. Organizations today seek to achieve success, excellence and survival not only through profits in numbers, but also through the adoption of a ethic system in line with the social orientation , so it is necessary to implying ethical values within each employee as well as within the organization itself, To enhance ethical values of the employees must start from top management managers and to make the ethics organizations an integral part of their culture and act impartially, objectively and impartially to a specific side and the use of material and moral incentives to reward employees who act ethically and use training programs for awareness of the importance of ethical work and address ethical problems, Enjoys an ethical reputation [28], And emphasizes the importance of ethical values in that they help in achieving the goals of the organization positive values such as respect, justice and honesty contribute to the continuation of work and respect the rights of others and build mutual trust with others [29] and the following dimensions are the basis to construct of ethical values good:

- **Service**

It is the care of others and attention to their personal interests and protect their rights and seek to put the interests of others in the first place when preparing plans [30], The organization's ethical management always seeks to serve its employees and meet their special needs and to prepare programs for the development of individuals and their progress and to increase the empowerment of employees, which instills a feeling of affiliation and part of the organization [31], When top management focuses on serving employees and providing benefits to them, it contributes to achieving job satisfaction, which is the main motivation for the work and will make it as good model for the employees and a place of confidence. Top management managers will be able to influence the behavior and actions of others to execute the orders and accomplish what is required of them, Thus achieving efficiency in performance and reducing cost [32].

- **Respect**

Respect is to listen to the opinions of others and to listen to them with interest, as well as to respect the rights of others and to sympathize with them and respect their ideas and appreciation and a sense of gratitude for their efforts to work and treat them in a way that preserves their dignity, beliefs and values [33] , If top management deals with employees respect, it will reflect on the treatment of employees among them and mutual respect with others contributes significantly to the achievement of the objectives of the Organization and stability and avoid the negative effects that can happen [34].

- **Fairness**

fairness is the decisions taken by the organization, the procedures used and the personal treatment received by the individual in that organization [35], It requires top management to put the issues of fairness at the center of its decision-making and fairness in the distribution of resources to all and without prejudice to one without the other or to receive a special treatment only if his own position requires that and that the treatment is based on ethical values right [36], fairness is a standard of ethics when employees recognize the justice of the management in the decisions taken, it will affect their belief in the truth of decisions and the fairness of the management and trust in them and then we can explain the rule of employees on the management of their ethical or unethical l behavior [37].

- **Honesty**

It is identical to the saying and the act of reality, which is one of the most important dimensions of ethical values, which indicates the high ethics of the individual and honesty is achieved when the individual is honest with himself first and then be honest with others and honesty is the basis for other values such as sincerity, integrity and trust, Honesty reverse lies that destroy trust, relationships and work because the basis of work is built on honesty among individuals [38], In order to build ethical values in the organization, the management must be honest in order to instill these values in the employees. This requires honesty towards others to build strong relationships based on trust between the organization's management and its employees [39], Trust is the major component of successful working relationships between management and employees that encourage employees to collaborate, participate in work and information, and achieve respect for management [40].

- **Loyalty**

Loyalty reflects the degree of job satisfaction felt by the employees towards their work and the high level of achievement and ready to do more work and a feeling of correlation and affiliation to the organization and the want to stay in his organization and not move to another organization [41], And the more committed employees to the values and ethics of the work and done his tasks sincerely and commitment to achieve the objectives of the organization contributed to the success of the organization and successful management is able to enhance and deepen the values of the loyalty of the organization and instilled in them values of honesty in maintaining the organization and enjoy a high degree of good ethics [42], In order to enhance employee loyalty, top management must focus on providing both material and moral incentives and attention to the social side, means, focusing on social relations and maintaining the bonds of love and trust. The management style in dealing with employees enhances the loyalty of the organization [43].

3. Research Methodology

3.1. Search problem

The organization is a social and humanity units that are set up in a deliberate manner and are created to achieve specific goals or values. The organizational power is the main engine of the organizations towards achieving their goals. Therefore, the sources of organizational power have been the focus of researchers' attention and questioning. The Organizations in a constant quest for research and development on the elements that help them achieve excellence and increase productivity.

The survival of organizations and their growth are the most important challenges facing organizations at the present time in the direction of environmental changes, thus taking the organizations in new ways to increase their efficiency and effectiveness in achieving their goals. This requires focusing the organizational power on how to enhance the ethical values of the employees as they contribute to the continuation and development of work and obligation to the rules of work and protect Organizations of negative phenomena such as conflicts, waste of public money, bribery, embezzlement and fraud ethical values is the goal that everyone wants to reach, suffer The Transportation Projects implementation Company, one of the departments of the Ministry of Transport in Iraq, from many challenges as a result of the current conditions in the country and the consequent changes in state policy and the implementation of the policy of expenditure pressure.

As a result of these changes, there was a need to examine the role of the organizational power of top management managers in consolidation policies that enhance the ethical values of the Organization's employees and to establish an organization with an ethical reputation, We can summarize the problem of research with these questions:

1) What is the nature and level of the organization's organizational power?
2) To what extent is the Organization aware of the importance of ethical values in the Organization?
3) What are the most important ethical values for the top management managers in the organization?

The research aims at identifying the level of power possessed by the senior management managers and to identify the extent to which top management is committed to ethical values and the impact of organizational power in enhancing the ethical values of employees.

3.2. Research Hypotheses

Based on the research problem and objectives, the main hypotheses of the research were formulated and developed in a way that clarifies the problem of research and helps in answering its questions and hypotheses are as follows:

H 1: There is a significant correlation relationship between the dimensions of organizational power (Expert power,

Structural Power and prestige power) and the axis of ethical values.

H 2: There is a significant impact relationship to organizational strength dimensions (Expert power, Structural Power and prestige power) in the axis of ethical values.

3.3. Research community

To achieve the objectives of the research, the researchers conducted a comprehensive scanning of the views of the employees at the low management levels as a society to search the company implementing the transport projects, which is one of the departments of the Ministry of Transport as a public administration organization and as an embodiment of that society suitable for the subject of research. As for the size of the research community , The total inventory method was chosen for all members of the community And the number of (120) responder. The researchers visited the company and distributed the questionnaire to all workers in the low levels. The number of questionnaires distributed was (120) and the number of questionnaires was (102) Thus, the size of the research community within the stage of statistical analysis (102) were studied and their answers were then subjected to the stability and honesty test. Consequently, the results of their answers were statistically analyzed and the results were interpreted in order to test hypotheses and draw conclusions.

3.4 Measurement

The researchers adopted the questionnaire as one of the means of completing the research as the main source for obtaining the data and information related to the practical part of the research and then organizing the questionnaires in specific axes, which included two main axes: the organizational power as an independent variable which included three dimensions (Expert power, Structural Power and prestige power) and ethical values as a dependent variable which includes five dimensions (service, respect, fairness, honesty, loyalty)). Table (1) shows the number paragraphs of questionnaires and approved sources that were used to build the paragraphs of this questionnaire. The five-dimensional Likert scale was used to deal with respondents' answers because it was appropriate for the nature of the response options in the questionnaire. The scores of those options were represented in Table 2. The alpha-cronbach coefficient was calculated for each axis of the questionnaire as well as the general stability coefficient for all the paragraphs of the questionnaire the results of the test were showed that the value of the stability coefficient (alpha-cronbach) reached (0.97) which is an excellent percentage with a high degree of dependence on the results of the questionnaire. This study and subsequent future studies, and the laboratories are reassuring confirm the validity of the scale and validity of the application, and Table (3) shows the results.

Table 1: Variables, sub Variable, the number of paragraphs, their numbers in the questionnaire, the source adopted in the scale.

Variable	Sub variable	No of items	Source
Organizational power	Expert power	5	Gerow: 2012
	Structural Power	5	
	prestige power	5	
Ethical value	service	5	Kertzer& et al: 2014
	respect	5	
	fairness	5	
	honesty	5	
	loyalty	5	

Table 2: Options according to the Likert scale

Strongly agree	agree	neutral	disagree	Strongly disagree
5	4	3	2	1

Table 3: The value of the stability coefficient (alpha-cronbach

The Questionnaire Axes	Alpha-Cronbach
Axis organizational power	0.95
Axis ethical value	0.97
All axles	0.98

4. Data Analysis

4.1 Organizational Power

- **Expert power**
The total value of the general mean for all paragraphs of the dimension (3.29), which indicates a medium degree of support of the respondents, through the investment of top management experience in building strong relationships with staff and unite their experience to encourage them to work as a team to accomplish the tasks assigned to them. The value of the general standard deviation of the dimension (0.936) indicates the extent of dispersion in the respondents' answers and thus the homogeneity of the research community. Table (4) shows this.

- **Structural power**
Overall, the value of the general mean for all the dimensions of the dimension (3.62), indicating the high support expressed by the respondents towards the structural power due to the important role in terms of proximity to information as well as the official power granted by the center of the functional in controlling the problems and changing some of the work procedures. The value of the general standard deviation of the dimension (0.755) shows the extent of the dispersion in the respondents' answers and thus the homogeneity of the research community Table (5) shows that.

- **Prestige power**
In general, the value of the general mean for all paragraphs dimension prestige power (3.01), indicating the existence of a medium degree of support in the intensity of all paragraphs of the dimension because the managers have many responsibilities and activities that sometimes hinder the continuous communication and interaction with employees and listen to their views and diverse views and establishment Personal relations with them. The value of the general

standard deviation of the dimension (0.830) shows the extent of the dispersion in respondents' answers and thus the homogeneity of the research community. As shown in table (6).

4.2. Ethical value

- **Service**
In total, the value of the general mean for all the paragraphs of the dimension (2.92) was expressed in favor of a medium degree by the respondents towards this dimension through the lack of interest of the company in the personal affairs of employees and respect for their personal rights as well as consultation and discussion with workers in work issues . (0.907), which showed a slight dispersion in respondents' responses and thus high homogeneity in the responses of the research community, as shown in Table (7).

- **Respect**
Overall, the value of the general mean for all paragraphs dimension of respect (3.14), indicating that there is a medium degree of support in its intensity towards all paragraphs of the dimension because the company did not respond fairly to complaints and issues presented and listen to what the workers say and listen to them well, The value of the general standard deviation of the dimension (0.943) shows the extent of the dispersion of the respondents' responses and thus the homogeneity of the research community. As shown in table (8).

- **Fairness**
Overall, the value of the general mean for all the paragraphs of the dimension (2.77) indicates that there is a medium degree of support in its intensity towards all paragraphs of the dimension due to the limited attention of the company to fairness in issuing decisions and in the distribution of resources and equal opportunities between workers without discrimination, , And the value of the general standard deviation of dimension (1.040) shows the extent of dispersion in respondents' responses and thus the homogeneity of the research community. As shown in table (9).

- **Honesty**
In general, the value of the general mean for all paragraphs of the dimension (3.10) indicates that there is a medium degree of support in its intensity towards all paragraphs of the dimension derived from the lack of management of the company by establishing the value of honesty among the employees and building confidence between them and the employees. The value of the general standard deviation of dimension (0.921) showed the extent of dispersion in respondents' responses and thus the homogeneity of the research community. As shown in table (10).

- **Loyalty**
Overall, the value of the general mean for all paragraphs of dimension (3.17), indicating a moderate degree of support of respondents, reflected the lack of management satisfaction of employees, enhancing their sense of belonging to the organization, instilling loyalty in working people and developing a sense of responsibility towards work. The value

of the general standard deviation of the dimension (0.893) shows the extent of the dispersion in the respondents' responses and thus the homogeneity of the research community. Table (11) shows this.

Table 4: Frequency distribution, mean, and standard deviation of dimension (**Expert power**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	10	9.8	32	31.4	18	17.6	32	31.4	10	9.8	3.00	1.194
Q2	47	46.1	34	33.3	10	9.8	6	5.9	5	4.9	4.10	1.113
Q3	17	16.7	29	28.4	21	20.6	30	29.4	5	4.9	3.23	1.185
Q4	14	13.7	27	26.5	21	20.6	29	28.4	11	10.8	3.04	1.242
Q5	12	11.8	34	33.3	23	22.5	18	17.6	15	14.7	3.10	1.255
Total											3.29	0.936

Table 5: Frequency distribution, mean, and standard deviation of dimension (**Structural power**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	15	14.7	52	51.0	12	11.8	12	11.8	11	10.8	3.47	1.200
Q2	23	22.5	50	49.0	13	12.7	9	8.8	7	6.9	3.72	1.120
Q3	13	12.7	49	48.0	22	21.6	12	11.8	6	5.9	3.50	1.051
Q4	23	22.5	57	55.9	13	12.7	7	6.9	2	2.0	3.90	0.896
Q5	15	14.7	44	43.1	23	22.5	16	15.7	4	3.9	3.49	1.051
Total											3.62	0.755

Table 6: Frequency distribution, mean, and standard deviation of dimension (**prestige power**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	17	16.7	49	48.0	17	16.7	17	16.7	2	2.0	3.61	1.016
Q2	9	8.8	26	25.5	21	20.6	27	26.5	19	18.6	2.79	1.261
Q3	7	6.9	18	17.6	31	30.4	32	31.4	14	13.7	2.73	1.118
Q4	4	3.9	25	24.5	19	18.6	40	39.2	14	13.7	2.66	1.112
Q5	3	2.9	48	47.1	30	29.4	14	13.7	7	6.9	3.25	0.972
Total											3.01	0.830

Table 7: Frequency distribution, mean, and standard deviation of dimension (**service**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	7	6.9	21	20.6	29	28.4	32	31.4	13	12.7	2.77	1.125
Q2	4	3.9	20	19.6	25	24.5	39	38.2	14	13.7	2.62	1.072
Q3	6	5.9	38	37.3	19	18.6	24	23.5	15	14.7	2.96	1.202
Q4	5	4.9	51	50.0	24	23.5	14	13.7	8	7.8	3.30	1.032
Q5	9	8.8	31	30.4	27	26.5	13	12.7	22	21.6	2.92	1.287
Total											2.92	0.907

Table 8: Frequency distribution, mean, and standard deviation of dimension (**respect**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	9	8.8	24	23.5	33	32.4	23	22.5	13	12.7	2.93	1.154
Q2	8	7.8	27	26.5	24	23.5	25	24.5	18	17.6	2.82	1.230
Q3	10	9.8	39	38.2	27	26.5	21	20.6	5	4.9	3.27	1.055
Q4	8	7.8	43	42.2	28	27.5	18	17.6	5	4.9	3.30	1.013
Q5	13	12.7	37	36.3	32	31.4	13	12.7	7	6.9	3.35	1.078
Total											3.14	0.943

Table 9: Frequency distribution, mean, and standard deviation of dimension (**fairness**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	8	7.8	21	20.4	30	29.4	27	26.5	16	15.7	2.78	1.174
Q2	6	5.9	22	21.6	26	25.5	31	30.4	17	16.7	2.70	1.159
Q3	5	4.9	27	26.5	18	17.6	35	34.3	17	16.7	2.69	1.177
Q4	6	5.9	28	27.5	19	18.6	33	32.4	16	15.7	2.75	1.189
Q5	10	9.8	28	27.5	25	24.5	21	20.6	18	17.6	2.91	1.259
Total											2.77	1.040

Table 10: Frequency distribution, mean, and standard deviation of dimension (**honesty**) paragraphs

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	7	6.9	32	31.4	33	32.4	23	22.5	7	6.9	3.09	1.045
Q2	5	4.9	30	29.4	33	32.4	25	24.5	9	8.8	2.97	1.048
Q3	6	5.9	25	24.5	41	40.2	19	18.6	11	10.8	2.96	1.052
Q4	8	7.8	26	25.5	25	24.5	36	35.3	7	6.9	2.92	1.096
Q5	24	23.5	36	35.3	22	21.6	15	14.7	5	4.9	3.58	1.147
Total											3.10	0.921

Table 11: Frequency distribution, mean, and standard deviation of dimension (**loyalty**) paragraphs**.**

Questions	Strongly agree		agree		neutral		disagree		Strongly disagree		Mean	S.D
	N	%	N	%	N	%	N	%	N	%		
Q1	9	8.8	33	32.4	29	28.4	27	26.5	4	3.9	3.16	1.041
Q2	10	9.8	51	50.0	18	17.6	19	18.6	4	3.9	3.43	1.029
Q3	10	9.8	36	35.3	30	29.4	20	19.6	6	5.9	3.24	1.064
Q4	8	7.8	29	28.4	17	16.7	32	31.4	16	15.7	2.81	1.233
Q5	10	9.8	33	32.4	35	34.3	16	15.7	8	7.8	3.21	1.075
Total											3.17	0.893

5. Results

5.1 Correlations of variables

This analysis presents the possibility of verifying the validity of research hypotheses on correlation between search variables. The relationship will be found by calculating the correlation coefficient of Spearman for the rank correlation between each dimension of the organizational power (Expert power, Structural Power and prestige power) and the axis of ethical values as shown in Table 12) and interpret the results as follows:

There is a correlation between expert power and the axis of ethical values. The coefficient of correlation (0.779) at the level of significance (0.000), which is smaller than the level of significance at (0.01) This means a correlation with a high level and a significant indication that the more expert power of top management, Enhance the ethical values of the organization's employees.

There is a correlation between the structural power and the axis of ethical values. The coefficient of correlation (0.706) is at the level of significance (0.000), which is smaller than the significance level at (0.01). This means a correlation with a high level and a significant indication that the higher the structural power of top management, With a view to enhancing and developing the ethical values of the Organization's employees.

There is a correlation between prestige power and the axis of ethical values and the coefficient of correlation (0.760) at the level of significance (0.000), which is smaller than the level of significance at (0.01) and this means a high level and a significant significance and thus conclude that the development in the concept of prestige power and attention more will Of the Organization is able to enhance the ethical values of the employees of the Organization. Thus, the organizational power of its dimensions (Expert power, Structural Power and prestige power) achieved a moral correlation with ethical values, which is confirmed by the validity of the first hypothesis (H1).

Table 12: Spearmen Correlations of variables

Y	X Organizational power	Correlation Coefficient Spearman (R)	Sig.
Ethical value	expert power	0.779	0.000
	structural power	0.706	0,000
	prestige power	0.760	0,000
Correlation is significant at the 0.01 level.			

5.2. The regression of the variables

The effect of organizational power dimensions in the overall ethical values will be studied by calculating a simple linear regression equation for the dimensions of the organizational power separately with ethical values and interpreting the results as follows:

The results of the statistical analysis according to Table (13) showed that the value of (F) calculated at (167.969) at the level of significance (0.000). This means that there is a statistically significant effect of expert power in the axis of ethical values. The value of the R2 (0.627) , expert power is able to interpret (63%) of the total deviations in the values of the dependent variable (ethical values), which is a good ratio that indicates power of the regression model. The regression coefficient value of (0.721) indicates that the increase in expert power by one unit will be accompanied by An increase of (27%) in the axis of ethical values.

The results of the statistical analysis showed that the value of (F) calculated at (134.671) at the level of significance (0.000). This means that there is a statistically significant effect of the dimension of structural power in the axis of ethical values. The value of the (R2) structural power is able to explain (57%) of the total deviations in the values of the dependent variable (ethical values), which is a good ratio that indicates power of the regression model. The regression coefficient value of (0.855) indicates that the increase in structural power dimension by one unit will also be accompanied by an increase in the axis Ethical values by (86%).

The results of the statistical analysis show that the value of (F) calculated at (130.636) at the level of significance

(0.000). This means that there is a statistically significant effect of the dimension of prestige power in the axis of ethical values. The value of the (R2) prestige power is able to explain (57%) of the total deviations in the values of the dependent variable (ethical values), which is a good ratio that indicates power of the regression model. The regression coefficient value The regression coefficient value of 0.773 indicates that the increase in the force of experience by one unit will also be accompanied by Axis of moral values by (77%).

Table 12: Regression of variables

Y Ethical value	X Organizational power	(R^2)	α	ß	F	Sig.
	expert power	0.627	0.645	0.721	167.969	0.000
	structural power	0.574	0.073-	0.855	134.671	0,000
	prestige power	0.566	0.694	0.773	130.636	0,000

6. Conclusions

The analysis of the averages showed the support of the respondents to a high degree dimension structural power in the first degree, while the support for prestige power of the was the middle of the second degree, and dimension expert power , the third, which calls for the company to upgrade the prestige power and expert power in the future.. The analysis of the averages also showed support for all dimensions of the ethical values. It came dimension loyalty the first level, then the second service, then the third Honesty , then the respect and finally fairness, which calls for expanding top management's awareness of the importance of ethical values in the work to accomplish the tasks properly.

There is a significant correlation between organizational power and ethical values. This proves that organizational power has a role in enhancing ethical values. The more the application of the organizational power increases top management capacity of the company in developing and enhancing ethical values of the employees to achieve future goals and improve the performance of the company And meet future challenges.

There is a statistically significant effect of the dimensions of organizational power in ethical values, which gives an indication of the extent to which the dimensions of organizational power play an important role in enhancing and development of ethical values.

References

[1] Schermerhorn ,John R .& Hunt ,James G .& Osborn ,Richard N .& Uhl-Bien ,Mary, (2010) ," Organizational Behavior".11[th]ed ,John Wiley –Sons ,Inc ,USA .p407

[2] Whetten ,David A.& Cameron ,Kim S., (2011) ," Developing Management Skills",8thed ,Prentice Hall ,New Jersey, p283.

[3] Yukl ,Gary, (2006)," Leadership In Organizations", 6thed , pearson Education ,Inc ,New Jersey, p146.

[4] Hersey ,Paul & Blanchard ,Kenneth H .& Johnson ,Dewey E.(2008), "Management Of Organizational Behavior",9thed ,Prehtice Hall ,USA, p158.

[5] Luthans ,Fred (2008) ," Organizational Behavior",11thed ,Mc Graw –Hill ,Irwin ,Companies ,Inc ,New York, p281.

[6] Griffin ,Ricky W. & Moorhead ,Gregory ,(2014)," Organizational Behavior :Managing People And Organizations", 11thed ,South-Western , Canada, p329.

[7] Daft, Richard L.,(2004) ," Organization Theory And Design" , 8th ed, Thomson south- western, Usa, p493.

[8] Robbins ,Stephen P. & Judge ,Timothy A. (2011)," Organizational Behavior" ,14th ed, Prentice Hall, USA, p456.

[9] Gerow ,Jennifer E, (2012),"What Should FIRMS Look For In A Clo ?" ,Proceeding Of The Southern Association For Information System Conference, Atlanta ,GA ,USA , p79.

[10] Stroh, Linda K.& Northcraft, Gregory B.& Neale, (2002), "organizational behavior:A Management Challenge", Third Edition Margaret A. Lawrence Erlbaum Associates, Inc., Publishers, New Jersey, p197.

[11] Green, R. Dennis, Leadership As A Function Of Power, OPOSAL Management, APMP Fall 1999, p55.

[12] Brookes ,Maris s A ,(2013),"Variation Of Power In Transnational Iabor Campaigns :Understanding Worker's Structural ,Institutional And Coalitional Power In The Global Economy ",Paper Presented At The International Iabor Process Conference Rutgers University ,Vol (18), No (20), p9.

[13] Elsig ,Manfred ,(2006),"Different Facets Of Power In Decision –Making In The Wto ", Academy Of Management Journal, p4.

[14] Tallberg , Jonas ,(2007),"Bargaining Power In The European Council " , Paper Presented At The Tenth Biennial USA Conference ,Montreal ,May 17-19, p689.

[15] Fairfield, Tasha, (2015), " Structural power in comparative political economy: perspectives from policy formulation in Latin America ", Department of International Development, London, vol,(17), no (3), p414.

[16] Sliwinska, Magdalena, (2015), " The Structural Power of Enterprises: Beyond the Notion of Market Power ", Managing Global Transitions 13 (2), p195.

[17] Torelli, Carlos J. & Shavitt, Sharon, (2010), "Culture and Concepts of Power ", Journal of Personality and Social Psychology ,Vol. (99), No. (4), p704.

[18] Larcker ,David F & Tayan ,Brian,(2012), "Is A powerful CEO Good Or Bad For Shareholders ?",International Journal Of Business And Management ,Vol (13), p2.

[19] Berger, Joseph & Fisek, M. Hamit, (2014),"Consistent and Inconsistent Status Character- istics and the Determination of Power and Prestige Order", American Sociological Association, No(3), vol (33), p302.

[20] PEACE , ADRIAN , (2014), " PRESTIGE POWER AND LEGITIMACY IN A MODERN NIGERIAN TOWN ", Canadian Journal of African Studies , Vol.(13) , (No) 1, p30.

[21] Berson , Y., Oreg , S. & Dvir , T., (2008), "CEO Values Organizational Culture and firm outcomes" , Journal of Organizational Behavior, Vol.29, No.3, p615.

[22] Robbins .Stephen P. & Coulte ,Mary (2012)," Management", 11th ed، Prentice Hal، Usa, p128.

[23] Ivancevich ,John M .& Matteson ,Michael T .(2002) , "Organizational Behavior And Management" ,6thed ,McGraw –Hill ,Irwin ,Companies ,Inc, New York, p102.

[24] Bansal , Pratima ,(2003), "From issues to actions : The Importance of Individual concerns and Organizational Values in responding to natural environmental issues" , Organization Science , Vol.14, No.5, p520.

[25] Audi, Robert, (2007), "moral value and human diversity", oxford university press, Inc, Usa, p47.

[26] Hardy, Sam A. & Padilla-Walker , Laura M. & Carlo, Gustavo, (2008), " Parenting dimensions and adolescents' internalisation of moral values ", Journal of Moral Education, Vol. 37, No.2 , p502.

[27] Kaur, Sandeep, (2015), " Moral Values In Education ", Journal Of Humanities And Social Science, Volume 20, Issue 3, p22.

[28] Daft, Richard L., (2010) ," Organization Theory And Design" ,10thed ,South –Western College Publishing ,USA, 398.

[29] Brown, Michael E. & Trevino, Linda K., (2006), "Ethical leadership: A review and future directions", The Leadership Quarterly , vol (17), p596.

[30] Kertzer, Joshua D.& Powers, Kathleen E.& Rathbun, Brian C.& Iyer ,Ravi,(2014)," Moral Support: How Moral Values Shape Foreign Policy Attitudes ", The Journal of Politics, Vol. 0, No. 0, p5.

[31] Maglio ,Paul P & Spohrer, Jim, (2008), " Fundamentals of service science ", Academy of Marketing Science, vol (36), p19.

[32] Stone, A. Gregory & Russe, Robert F. & Patterson, Kathleen,(2004), " Transformational versus servant leadership: a difference in leader focus", The Leadership & Organization Development Journal, Vol. 25 No. 4, p352.

[33] MAK, Wing Sze, (2014), Evaluation of a Moral and Character Education Group for Primary School Students, Discovery – SS Student E-journal, Vol. 3, p148.

[34] Millie, Andrew, (2010), " Moral politics, moral decline and anti-social behaviour", Journal Compilation, p10.

[35] Vimba M.C.& Coetzee, J.E.& Ukpere W.I. ,(2013), "Relationship between Leadership Work Ethic and Organizational Performance in the Public Sector", , vol 35, p2.

[36] Terzi, Ali Rıza & Dülker, Ayşe Pınar& Altın, Fatih& Çelik, Filiz& Dalkıran, Merve & Yulcu, Nazmiye Tuba & Tekin, Selim & Deniz, Ünal, (2017), " An Analysis of Organizational Justice and Organizational Identification Relation Based on Teachers' Perceptions", Universal Journal of Educational Research, vol (5), p488.

[37] Colquitt, Jason A. & Lepine, Jeffery A. & Wesson, Michael, J. , (2008), "organizational behavior : improving performance and commitment in the workplace", 5 th ed, Mc Graw – Hill, Irwin NewYork, p101.

[38] MAZAR ,NINA& AMIR,ON& ARIELY, DAN, (2008), " The Dishonesty of Honest People: A Theory of Self-Concept Maintenance ", Journal of Marketing Research, p633.

[39] Cavico, Frank J.& Mujtaba Bahaudin G., (2009), " Making The Case For The Creation Of An Academic Honesty And Integrity Culture In Higher Education: Reflections And Suggestions For Reducing The Rise In Student Cheating ", American Journal of Business Education, Vol 2, No 5, p75

[40] Akker Lenny Van den& Heres Leonie (2009)" Ethical Leadership and Trust : It's all About Meeting Expectations" International Journal of Leadership Studies ,Vol. 5 Iss.2, p105.

[41] Ding, Donghong & Lu, Haiyan & Song , Yi& Lu ,Qing , (2012), " Relationship of Servant Leadership and Employee Loyalty: The Mediating Role of Employee Satisfaction ", scientific research, vol(4), p209.

[42] al-ma'ani, ahmad ismail ,(2013), " factors affecting the organizational loyalty of workers in the jordanian commercial banks ", interdisciplinary journal of contemporary research in business, vol 4, no 12, p884. Khuong, Mai Ngoc & Nhu, Nguyen Vu Quynh ,(2015), " The Effects of Ethical Leadership and Organizational Culture towards Employees' Sociability and Commitment–A Study of Tourism Sector in Ho Chi Minh City, Vietnam ", Journal of Advanced Management Science Vol. 3, No. 4, p32.

Author Profile

Haneen raid, received a Bachelor,s degree of Science in Public Administration in (2014) from college at Administration and Economics , University at Baghdad of Management and Economics, University of Baghdad and then continued her studies at the same university for acquiring the master degree in Public Administration and specialization in organizational behavior.

Dr. Suhair Adil AL- Jader, a university lecturer at college at Administration and Economics, University at Baghdad, is a specialst in the field at strategic and organizational management and a member in the scientific committee at the department at public Administration.